



CITY OF KERRVILLE

MAYOR AND CITY COUNCIL

800 Junction Highway

Kerrville, Texas 78028

830-257-8000 / www.kerrvilletx.gov

RESOLUTION OF COMMENDATION

WHEREAS, **WES DORMAN** has served as a member of the Main Street Advisory Board with the date of service beginning January 24, 2006; and

WHEREAS, **WES DORMAN** has served faithfully and dutifully on said board;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

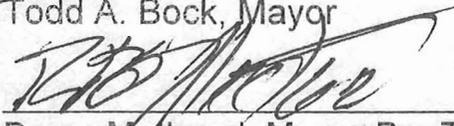
That **WES DORMAN** be recognized for outstanding service as a member of the Main Street Advisory Board, and that on behalf of the citizens of Kerrville, as well as for ourselves individually, we wish to express our sincere appreciation for contributions to the city and the community.

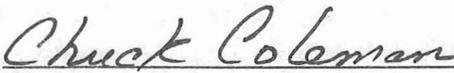
PASSED AND APPROVED, this the 26 day of January, 2010.

ATTEST:


Brenda G. Craig, City Secretary


Todd A. Bock, Mayor

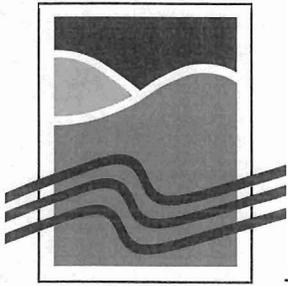

Bruce Motheral, Mayor Pro Tem


Chuck Coleman, Councilmember


T. Scott Gross, Councilmember


Stacie Keeble, Councilmember





CITY OF KERRVILLE

MAYOR AND CITY COUNCIL

800 Junction Highway

Kerrville, Texas 78028

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RESOLUTION OF COMMENDATION

WHEREAS, WILLARD L. AMANN had served as a member of the Mechanical Board of Adjustments and Appeals with the date of service beginning September 13, 1994; and

WHEREAS, WILLARD L. AMANN had served faithfully and dutifully on said board;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

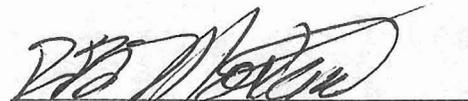
That **WILLARD L. AMANN** be recognized for outstanding service as a member of the Mechanical Board of Adjustments and Appeals, and that on behalf of the citizens of Kerrville, as well as for ourselves individually, we wish to express our sincere appreciation for contributions to the city and the community.

PASSED AND APPROVED, this the 26 day of January, 2010.

ATTEST:

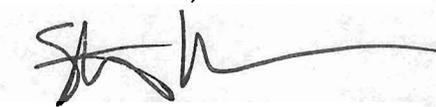

Brenda G. Craig, City Secretary


Todd A. Bock, Mayor


Bruce Motheral, Mayor Pro Tem


Chuck Coleman, Councilmember


T. Scott Gross, Councilmember


Stacie Keeble, Councilmember



**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Presentation of Certificate of Achievement for Excellence in Financial Reporting.

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** January 15, 2010

SUBMITTED BY: Mike Erwin  Director of Finance **CLEARANCES:** Todd Parton
City Manager

EXHIBITS:
AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER:

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE DIRECTOR OR FINANCE:

SUMMARY STATEMENT

The City of Kerrville is pleased to announce that the Department of Finance has received the Government Finance Officers Association of the United States and Canada's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for its 2008 comprehensive annual financial report. The City has received this award for twenty-four (24) years in a row beginning in 1984.

I am proud that our organization has such an outstanding track record with this award. Credit for this accomplishment is due directly to Sandra Yarbrough and the Accounting/Budget Staff.

RECOMMENDED ACTION

The Mayor will present the award and a special recognition to the City's Finance Department.



Government Finance Officers Association
203 N. LaSalle Street - Suite 2700
Chicago, IL 60601

Phone (312) 977-9700 Fax (312) 977-4806

11/12/2009

NEWS RELEASE

For Information contact:
Stephen Gauthier (312) 977-9700

(Chicago)--The Certificate of Achievement for Excellence in Financial Reporting has been awarded to **City of Kerrville** by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

An Award of Financial Reporting Achievement has been awarded to the individual(s), department or agency designated by the government as primarily responsible for preparing the award-winning CAFR. This has been presented to:

Finance Department, City of Kerrville

The CAFR has been judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.

The GFOA is a nonprofit professional association serving approximately 17,500 government finance professionals with offices in Chicago, IL, and Washington, D.C.

CITY COUNCIL MINUTES
REGULAR MEETING

KERRVILLE, TEXAS
NOVEMBER 10, 2009

On November 10, 2009, the Kerrville City Council meeting was called to order by Mayor Bock at 6:00 p.m. in the city hall council chambers, 800 Junction Highway. The invocation was offered by David Davidson with Impact Christian Fellowship, followed by the Pledge of Allegiance led by Russ Holmer with the Retired Military Officers' Association.

MEMBERS PRESENT:

Todd A. Bock	Mayor
R. Bruce Motheral	Mayor Pro Tem
Chuck Coleman	Councilmember
T. Scott Gross	Councilmember
Stacie Keeble	Councilmember

MEMBER ABSENT: None

STAFF PRESENT:

Todd Parton	City Manager
Mike Hayes	City Attorney
Kristine Ondrias	Assistant City Manager
Brenda G. Craig	City Secretary
Travis Cochran	Director of Information Technology
Kevin Coleman	Director of Development Services
Charlie Hastings	Director of Public Works
Kim Meismer	Director of Administrative Services
Mindy Wendele	Director of Business Programs
Robert Ojeda	Fire Chief
Michael Wellborn	City Engineer

VISITORS PRESENT: List on file in city secretary's office.

1. VISITORS/CITIZENS FORUM: The following persons spoke:

1A. Sharon Walling requested a town hall meeting to discuss the potential FBI shooting range and wanted answers to questions she presented at the October 27 meeting. She was concerned about public safety, liability issues, lawsuits, insurance and how the facility could be cost neutral. She stated that Ms. Ondrias told her that the city council had moved to go forward with the feasibility study for the safety of the building. She requested the feasibility study not come out during the holidays.

Mayor Bock noted council could not discuss the matter as it was not on the posted agenda; however, the item could be placed on a future agenda.

1B. Maxine Trotter noted large brush piles throughout the city and suggested staff work with owners to have them removed as they created fire hazard and nuisances. Mayor Bock requested staff discuss the issue with her and try to resolve the issue.

1C. Fred Gamble, representing Schreiner University, requested the feasibility study be placed on the city's website when it is received; he supported having a town hall meeting to discuss the FBI shooting range.

2. PRESENTATION:

2A. Presentation from the XI Omicron Chapter of the Beta Sigma Phi Sorority for the purchase of new Christmas decorations for the City of Kerrville.

Angela Hahn and Leesa Peters presented a check in the amount of \$2,500 for the purchase of decorations to kick off a holiday street lighting project; the sorority anticipated presenting the city another \$2,500 check in 2010.

3. CONSENT AGENDA:

Mr. Gross moved for approval of items 3A and 3B; Mr. Motheral seconded the motion and it passed 5-0:

3A. Approval of minutes of the special meetings held July 29, and August 4, 2009.

3B. Resolution No. 066-2009 authorizing the execution of an application by the city of Kerrville under the American Recovery and Reinvestment Act (ARRA) for an energy efficiency and conservation block grant(s).

END OF CONSENT AGENDA.

4. ORDINANCES, SECOND AND FINAL READING:

4A. Ordinance No. 2009-22 amending Chapter 26 "Building and Building Regulations", Article II "Building Codes", of the Code of Ordinances of the City of Kerrville, Texas, by amending section 23-31 to cite the Electrical Code adopted by the City; amending sections 26-33 and 26-44 to add alternates to the City's Building Board of Adjustment and Appeals; and to revise the hearing date for appeals; providing for a penalty for violation of any provision hereof; containing a cumulative clause; containing a savings and severability clause; ordering publication; providing for an effective date; and providing other matters related to the subject. Mayor Bock asked that ordinances listed in agenda items 4A, 4B, 4C, and 4D be considered together. Mayor Bock read each ordinance by title only.

Kevin Coleman noted the building board, mechanical board, plumbing board, and electrical board reviewed all code changes and recommended adoption of the ordinances. The changes were also presented to the homebuilders association and the development services community advisory team. An open house for contractors to review and discuss code changes would be scheduled in November. The effective date of the ordinances would be November 23.

Mr. Motheral moved for passage of Ordinance No. 2009-22, Ordinance No. 2009-23, Ordinance No. 2009-20, and Ordinance No. 2009-21 on second and final reading; Mr. Coleman seconded the motion and it passed 5-0.

4B. Ordinance No. 2009-23 amending Chapter 26 "Building and Building Regulations" of the Code of Ordinances of the City of Kerrville, Texas, by amending

section 26-122 "International Fuel Gas Code", to reference the Electrical Code adopted by the City; providing for a penalty for violation of any provision hereof; containing a cumulative clause; containing a savings and severability clause; ordering publication; and providing other matters related to the subject.

4C. Ordinance No. 2009-20 amending in its entirety Chapter 26 "Building and Building Regulations", Article III "Electrical Code", of the Code of Ordinances of the City of Kerrville, Texas, by adopting the 2008 National Electrical Code as the electrical code for the city of Kerrville; said code to regulate the assembly, construction, enlargement, alteration, repair, moving, removal, demolition, conversion, equipment, design, quality of materials, use, and maintenance of electrical equipment within the city of Kerrville, Texas; providing for the issuance of permits, requiring licenses and registrations for electrical contractors and electricians; containing a cumulative clause; containing a savings and severability clause; ordering publication; providing for a penalty for violation of any provision hereof; and providing other matters related to the subject.

4D. Ordinance No. 2009-21 amending Chapter 26 "Building and Building Regulations", Article V "Mechanical Code", of the Code of Ordinances of the City of Kerrville, Texas, by amending section 26-171 to reference the Electrical Code adopted by the City; providing for a penalty for violation of any provision hereof; containing a cumulative clause; containing a savings and severability clause; ordering publication; and providing other matters related to the subject.

5. CONSIDERATION AND POSSIBLE ACTION:

5A. Request from Schreiner University for an exchange of property between the university and the city of Kerrville.

Mr. Parton noted Schreiner University had requested to meet with staff and investigate an exchange of property.

Mr. Coleman moved to approve the request and authorize the city manager to meet with officials from Schreiner University; Mrs. Keeble seconded the motion and it passed 5-0.

5B. Completion of downtown pavilion by the city of Kerrville (Councilmember Gross)
Mr. Gross expressed appreciation to Central Kerrville Development Corporation for spearheading the project and to all donors; however, construction on the pavilion had stopped due to lack of funding, and the pavilion was an unsightly and unsafe structure. Although the city did not have funds, completion was unlikely to occur without city funding. He proposed the city finish construction to a safe condition and CKDC complete amenities, e.g. benches, plaques, commitments, etc. if they so choose.

Staff noted the following:

- The pavilion was not a city project and had not been through the city's public budget process.

- Estimated the cost of completion, if the city took over the project, at \$115,659.00 to put on a roof and make the structure pedestrian safe, not including amenities in CKDC's plan.
- KPUB was considering installing the electrical and lighting, which would reduce the cost \$10,000-15,000, and if LED lighting was used, they may also pay for fixtures.
- City may not have to pay \$6,500 for the LOMR (letter of map revision) as filling in the floodplain may not be required.
- CKDC informed staff there were no outstanding debts; however, this had not been submitted in writing.

The council also discussed the following points:

- Could the city assume completion without assuming liability for completion of the amenities.
- Can CKDC certify there are no outstanding debts, e.g. labor, materiel, equipment. Council requested complete financial statements; city would not assume any of CKDC's debt.
- City will not pay for amenities or bump outs.
- CKDC had previously stated they would not build the roof until funding had been completed, and CKDC did the roof anyway; those funds could have been used on completing the pavilion.

The following persons also spoke:

1. Trevor Hyde, representing CKDC, noted CKDC was in the process of negotiating a settlement release on a lien and doing a cost analysis and would provide information to the city. There was a past due amount for railing materiel, and outstanding bills with the contractor were being paid by CKDC. The pavilion will be a great asset for the citizens and he requested council authorize the city manager to work with CKDC for a solution. CKDC had no intent to harm the city; when the economic downturn hit, several major commitments were lost.
2. Ruth Spradling asked what comments councilmembers were receiving from citizens. Comments noted were: city finish the pavilion; asset for community; no one was opposed to the project, just opposed to the city funding it.

Mr. Coleman moved that the city complete the pavilion by putting on the roof and making the structure pedestrian safe, but not do the amenities. The motion died for lack of a second.

Council consensus was to instruct staff to provide more exact cost figures, a funding plan, and a construction schedule at the next meeting.

5C. Authorize the city manager to sign change orders for the contract awarded to Nelson Lewis Construction for the Town Creek sanitary sewer project.

Mr. Coleman stated he had previously filed a conflict of interest affidavit and recused himself and left the meeting.

Mr. Wellborn noted a contract was awarded to Nelson Lewis Construction, Inc. June 2009 in the amount of \$983,682; however, he estimated an additional \$47,830 was required to fund change orders and project overages; also additional change orders could be forthcoming due to potential problems with the connection to the Jefferson Street lift station. Mr. Wellborn proposed a budget amendment to reallocate funds from other CIP projects that had been cancelled or had remaining balances to fund change orders in the amount of \$89,905; and proposed that the remaining \$66,575 contingency funds in the project be available to the city manager to fund future change orders for the Town Creek sanitary sewer project.

Mr. Gross moved to authorize the city manager to sign change orders for the Nelson Lewis Construction contract as proposed. Mrs. Keeble seconded the motion and it passed 4-0-1 with Councilmembers, Gross, Keeble, Bock, and Motheral voting in favor of the motion; no one voted against the motion; and Councilmember Coleman abstained.

5D. Modifications to the city of Kerrville's board, committee and commission appointment processes.

Mrs. Keeble presented a revised application and board interview process. The following interview schedule was established:

Food Service Advisory Board: Place 3 and Place 1

Golf Course Advisory Board: Place 1 and Place 2

Library Advisory Board: Place 3 and Place 4

Main Street Advisory Board: Place 3 and Place 1

Parks and Recreation Advisory Board: Place 2 and Place 3

Planning and Zoning Commission: Place 1 and Place 4

Zoning Ordinance Input Committee: Place 1 and Place 3

Building Board of Adjustment and Appeals: Place 2 and Place 4

Electrical Board: Place 3 and Place 1

Mechanical Board: Place 4 and Place 2

Plumbing Board: Place 1 and Place 3

Zoning Board of Adjustment: Place 2 and Place 4

The mayor will serve as alternate in case a councilmember cannot attend a scheduled interview.

Mrs. Keeble moved to approve the revised application and interview schedule; Mr. Motheral seconded the motion and it passed 5-0.

5E. Resolution appointing the municipal court judges. Item was deferred to executive session.

5F. Discussion of a proposal to create a department for economic development (ED) for the city of Kerrville.

Mr. Parton noted council previously evaluated the existing ED process and instructed him to provide a conceptual plan to create an internal city economic development department; he proposed a plan that would include the following:

- Be based on collaborative community efforts and inclusion of all partners.
- Adequate funding and resources to achieve increased economic diversification.
- Direct accountability for resources allocated.
- Achieve fiduciary responsibility and accountability for tax funds.
- Establish strategy and set measureable goals/performance metrics.
- Option to establish ED function as a city department through EIC; ED director would be the staff liaison to EIC; EIC would be the funding catalyst for ED projects.
- Commitment to downtown; viable and sustainable center of commerce.
- Reinvestment in commercial properties along primary corridors.
- Commitment to revitalization; encourage infill along corridors.
- Conduct survey of local businesses.

Mr. Parton noted without significant growth in ED, the city would have to increase the ad valorem tax rate by 5%, cut city services, and/or delay capital projects. The city must improve infrastructure and fund capital projects in order to accommodate economic growth. He cited desirable performance measures:

- Expand sales tax and hotel tax by 5%; increase tourism 25% over next two years.
- Maintain 95% occupancy rate of commercial buildings in the central business district.
- Grow local employment by 10% in all job categories over the next two years.

The following persons also spoke:

1. Kerr Economic Development Foundation (KEDF) Chairman Dan Troxell noted ED stakeholders and KEDF members met with Mr. Parton and endorsed his plan for an independent 7-9 member ED council with a majority of those members appointed by city council. He recommended the issue be tabled at this time to allow Mr. Parton to meet with ED stakeholders and partners to receive feedback and achieve support for establishing an ED council. He recommended the business community be allowed opportunity to work in collaboration with Mr. Parton to prepare an ED plan that included establishing a 7-9 member independent ED council within Mr. Parton's framework, and be involved in developing realistic, achievable goals and desired outcomes. He felt the community supported an independent ED council representing all stakeholders but with more accountability and measurable goals as proposed by Mr. Parton and requested council give such a plan opportunity to work first before considering an in-house city ED department. He further stated if the city removed funding from KEDF, KEDF would continue to receive community support and continue to operate independent of the city and the community would in effect have two separate ED organizations. The main concern of the business community was that potential ED clients would not approach the city because the city could not maintain confidentiality under open government policies.

2. Chris Avery noted the benefits of having an independent agency and discussed assistance his business received from KEDF; however, a 40 member board, such as KEDF had, was too large to work effectively.

3. Rex Miller felt a large board created a situation that did not allow for cohesive, effective coordination between various organizations.
4. Kerr Area Chamber of Commerce (KACC) Chairman Joe Herring, Jr. noted KACC voted unanimously to reject the proposal of an in-house city ED department and supported KEDF as an independent agency because of its ability to receive feedback from the business community, and the city could not maintain confidentiality as meetings and information were under public scrutiny. Confidentiality could not be achieved under a city department. Most people had reservations that the city could handle an ED program efficiently. He noted that effective ED programs in other cities were well funded and operated independently of the city and chamber. The community wanted an independent board. The council had directed the city manager to develop a plan; the original plan presented to the KACC and businesses was not what was being discussed tonight.
5. Jimmie Spradling stated 16 years ago he heard the same thing about ED as stated tonight. Nothing ever happened; nothing ever changed; still no ED. The city should focus on infrastructure, i.e. water, streets and drainage. The city already offered tax abatements, and new businesses and people coming to Kerrville received all the benefits, and the existing taxpayer paid for it.
6. Jack Pratt stated the city needed a vision for the future; growth would not occur without change; without conflict there would be no growth; trust takes leadership. The city should help companies relocate. Regarding confidentiality, the city should not be divulged the name of a company until negotiations were complete. The problem was a lack of leadership and the city had stepped forward to take on leadership. The city should not postpone a decision, but step up and take over leadership of ED and meet with other groups to develop an ED plan.
7. William Beltrone expressed a need to get things moving in the community; however, the city did not need to lead the ED charge; private business would be more efficient in establishing ED, and the city should not compete with private businesses in the community.
8. County Judge Pat Tinley stated that the Kerr County Commissioners' Court unanimously passed a resolution in support of KEDF. In 2006 the community initiated an ED effort that resulted in the ED strategic plan (EDSP), funded by EIC at \$100,000; and in 2008 the EDSP was approved unanimously by all stakeholders. The EDSP concluded that ED would best be achieved by an independent organization. The ED council described in the EDSP was to be created as an advisory board composed of members representing all stakeholders; further, the EDSP set benchmarks and established accountability. The issues discussed were fixable, and the city should focus on implementation of the EDSP. ED benefited all and should not be competitive; need to work in a collaborative environment.

Councilmembers also discussed the following comments:

- The proposed in-house plan overlooked a public vetting process; council should hold workshops and receive public input.
- EIC board members were appointed by the city council and the proposed plan gave too much authority to the city council and EIC.
- Plan excluded other groups, could destroy confidentiality, and cause competition and confrontation with other ED partners.
- Should keep KEDF an independent board; however, need to restructure KEDF and have more city representation on the KEDF board.
- City had a fiduciary responsibility to citizens to account for tax funds; the city was providing tax dollars to a private organization. The existing ED plan did not provide fiduciary responsibility and accountability for the expenditure of tax funds.
- Council did not want to raise taxes or cut city services; council responsibility to create a stellar ED program.
- Confidentiality concerns could best be handled by the city and not an independent group as issues could be discussed and negotiated in executive session.
- Postpone the issue for two weeks and let KEDF develop a plan to address council's concerns.
- KEDF was originally formed as a private organization, and the city had been providing funds to a private organization without any managerial influence. The City/KPUB contribution totaled 67% of KEDF's budget.
- City citizens had voted to increase sales tax to fund ED through EIC program.
- A majority of Texas cities had been successful running in-house ED programs through their EIC boards and found them to be efficient and successful, and then eliminated private independent organizations.
- In order to achieve fiduciary accountability and establish an effective ED program, in January 2009 council authorized the interim city manager to hire the KEDF president and bring the ED function into the city; this was rejected. Then, the city offered to contract with KEDF for KEDF to assume full responsibility for ED functions, and increase KEDF's budget to \$200,000, and KEDF rejected that proposal.
- Implementation of the EDSP called for a single group to assume responsibility for the plan. The goal was to bring all ED partners together under one umbrella to function as a team and eliminate interagency competitiveness. Mr. Coleman stated In his mind the city would be the primarily provider as it had ED expertise on staff and would be providing the largest share of operating funds, economic incentives, and project funding.
- KEDF was organizationally inefficient and could not achieve economies of scale. 60% of KEDF's budget paid employee compensation.
- An executive board of 12 and regular board membership of 40, as in the current KEDF structure, was too large and unwieldy to be efficient.
- KEDF had not caused any success stories in the past 10 years. ED success had been achieved by city staff and EIC, for example two recent projects: James Avery Craftsman, and Hill Country Sports Shooting Center.
- The city manager's plan called for transparency and collaborative environment and addressed fiduciary responsibility; and established performance goals.

- Some councilmembers had received remarkable public support in favor of creating a city ED program.
- If action was deferred it would only allow KEDF and KACC to become more entrenched in finding reasons why the proposed plan would not work, and the ED program would remain unchanged.
- The plan should not been interpreted as "us against them," rather a collaborative plan that included all ED partners to effect positive and significant ED.
- Lack of significant ED very soon will result in dire consequences for the city and community.
- Council had discussed these concerns with KEDF for over a year but nothing had happened, and there was no confidence that anything would change. The city had offered to work with KEDF to affect an ED plan under two options, and both options were rejected. KEDF remained status quo; continue to fund their program with no accountability and no ED results.
- Postponement would just put off the inevitable and further delay ED.
- Questioned why KEDF paid to rent office space at the chamber as that should be part of the chamber's participation.
- Concern about counterproductive actions being taken by individuals to stop the city from establishing an ED plan that benefited the city and community.
- KEDF expressed willingness to make changes in their board structure.
- The community was not supportive of an in-house city ED department; rather, supported collaborative, independent board representing all ED partners.
- Council could instruct Mr. Parton to meet with representatives of each group and develop a proposal to present to council.

Mr. Coleman moved:

- 1) Council approve a proclamation recognizing KEDF for their previous ED services;
 - 2) Council adopt an ordinance creating an internal ED program that will achieve direct fiduciary responsibility for an ED program to the taxpayer; define clear mission and expectations; achieve desired outcomes as measured by performance metrics; and operate in a transparent and collaborative manner with the entire community.
- The motion died for lack of a second.

Mayor Bock moved to direct the city manager to work with ED partners using the original staff proposal that draws ED partners into one resource and work out the objections of city council as stated at the meeting and using the statements from ED partners; the city manager and ED partners work out the ED and structure that would be quantifiable, measurable, and accountable to citizens; and using as a guideline the information presented at this meeting as programming as laid out in the staff proposal (not structural, just programming.)

Mr. Gross amended the motion to include that council would revisit it in not more than 120 days. Mr. Gross seconded the amended motion and it passed 4-1 with members Bock, Gross, Keeble, and Motheral voting in favor of the motion and Mr. Coleman voting against the motion.

6. INFORMATION AND DISCUSSION:

6A. Kerr County's plans to drain Flatrock and Ingram Lakes for inspections and repairs.

Mr. Hastings reported on the county's plan to drain the lakes in October 2010 in order to evaluate the dam structures as radar had determined voids existed in the core of the dams. He did not have a scope of work or engineering report but noted the county would develop a scope of work for dam repairs and any excavation. Once the lakes were drained, the county planned to explore the depth of the silt layer and remove some silt from between Flatrock Park and the island. The county anticipated 90 days before the lakes would be refilled, depending on the weather.

Ms. Ondrias acknowledged the necessity of draining Flatrock Lake; however, she requested the county complete the project on schedule so that Flatrock Lake could refill by February, as draining the lake would be detrimental to Schreiner Park.

The following person also spoke:

1. Trevor Hyde was concerned about the environmental impact of draining the lakes and noted that the Guadalupe River was a navigable waterway and the state should require an environmental impact study. He noted that 15% of the water used at Comanche Trace came from Flatrock Lake, and it was the only source of water for some private residencies. The county had assured him and other users that they would continue to have water; however, he suggested the county meet with other senior water rights holders to have their concerns addressed. He understood that the county planned to do dredging in-house, but questioned how the county proposed to repair the dam.

2. County Judge Pat Tinley stated that project discussions were preliminary and the county did not have a scope of work at this time. The county would be using county staff to perform the removal of silt on a limited basis at Flatrock.

3. Bill Morgan questioned if the city's ASR wells were full, and if not, the city could fill ASR wells when the plug is pulled on Ingram Lake. Mr. Hastings noted the city had 430 million gallons in ASR and the city would continue to treat and store water.

Council also discussed the following points:

- Did not wish to impede with dam repairs in any way.
- Hoped the county would work with other stakeholders to protect their interests also, particularly with regard to scheduling.
- Requested the county provide the city a scope of work when available.

6B. City of Kerrville's application to the Texas Commission on Environmental Quality (TCEQ) for a water utility certificate of convenience and necessity.

Mr. Parton requested direction from city council regarding scheduling town hall meetings to present factual information to the community regarding the city's application to TCEQ prior to the November 20 deadline.

The council discussed the following points:

- The city should be planning and preparing for the expected extraterritorial jurisdiction (ETJ) increase to two miles.
- The purpose of the CCN application was to allow the city to be the water provider in the entire ETJ area that was not already under another provider's CCN.
- City proposed to ensure conjunctive water production and emergency fire protection.
- Private CCN providers had painted their fire hydrants black designating them not available for fire protection; therefore, there was no water service available for fire protection in the city's ETJ.
- The city was under contract to provide firefighting services in the county, but no fire hydrants were available.
- City subdivision criteria required public water systems be designed to meet fire flow; however, the city had no ability to control fire flow in public provider systems.
- TCEQ would not place any requirements on private water providers.
- The city's CCN application would not have any affect on private water systems or existing private wells, nor would it prohibit the drilling of any new private wells.
- The city's CCN would only affect public water providers by limiting their ability to expand.
- Private CCN holders can extend their boundaries one-quarter mile every year without anyone's permission.
- Discussed several options for how the city could provide services to future subdivisions.
- Insurance rates were increasing throughout the state in areas where no fire hydrants existed.

Mr. Hayes suggested the city request a continuance before TCEQ to allow the city ample opportunity to schedule multiple town hall meetings.

The following persons also spoke:

1. Ruth Spradling questioned why the city was applying for CCN now and what would be the cost. Council noted the issue was that water providers would not provide sufficient water supply for fire protection for their customers and the city was under contract with the county to provide fire fighting services county wide; the cost was different in each area depending on each situation.

2. Guy Sifert noted he owned property in the county that had been under contract several times by developers and questioned what impact the city's CCN would have on his property if approved, and would the city bring utilities across the river to his property at the city's expense? He questioned whether the city's CCN would affect his ability to put in separate wells if he subdivided his property.

Mr. Motheral noted if Mr. Sifert's property was annexed into the city, the city would consider the request. Typically, the property owner or developer bears the cost to provide utilities to their development, and the city considers the cost of any oversizing requested for future expansion on a case by case basis, and the city recovers the

cost of oversizing as future development occurs, as stated in the subdivision standards. He noted the city and county were creating new subdivision standards for the ETJ; however, until approved, the existing subdivision standards would apply.

3. Shirley Smith stated the city had done a poor job of publicizing the CCN application and should have held several town hall meetings prior to making the application; she questioned why only people who owned 25 acres or more were notified. She asked how she could opt out of the city's CCN and noted Comfort provided firefighting services to her property.

Mr. Motheral agreed the city could have done a better job at public relations; the 25 acres notification was TCEQ's rule. He noted that no one's property would be affected by the application until they began a subdivision or subdivided their property. He noted there was a process to opt out and staff would help her with that process.

The consensus of council was to instruct staff to schedule town hall meetings.

7. BOARD APPOINTMENTS:

7A: Appointment to the zoning ordinance input committee.

Mr. Motheral moved to appoint Justin MacDonald; Mr. Gross seconded the motion and it passed 5-0.

8. ANNOUNCEMENTS OF COMMUNITY INTEREST:

The following announcements were made; however, no action was taken:

- November 21: Holiday activities were scheduled throughout the day and the parade was to start at dusk in downtown.

7. EXECUTIVE SESSION:

Mr. Gross moved for the city council to go into executive closed session under Sections 551.072 (deliberation regarding real property), and 551.074 (personnel matters) of Chapter 551 of the Government Code of the State of Texas; the motion was seconded by Mrs. Keeble and passed 5-0 to discuss the following matters:

Section 551.072:

- Discuss the purchase, exchange, lease, sale or value of real property located at 741 Water Street, Kerrville, Texas, for use as a public facility, the discussion of which would not be in the best interests of the city's bargaining position with third parties.

Section 551.074:

Discuss the appointment of the municipal court judge and alternate municipal court judge.

At 10:10 p.m., the regular meeting recessed and council went into executive closed session at 10:11 p.m. At 10:52 p.m., the executive closed session recessed and council returned to open session at 10:54 p.m. The mayor announced that no action had been taken in executive session.

8. ACTION ON ITEM DISCUSSED IN EXECUTIVE SESSION

5E. Resolution No. 067-2009 appointing the municipal court judges.

Mrs. Keeble moved for approval of Resolution No. 067-2009 appointing Mark Prislovsky and Patrick Maguire as municipal court judges for two-year terms to expire December 31, 2011; Mr. Motheral seconded the motion and it passed 5-0.

ADJOURNMENT. The meeting adjourned at 10:55 p.m.

APPROVED: _____

Todd A. Bock, Mayor

ATTEST:

Brenda G. Craig, City Secretary

CITY COUNCIL MINUTES
SPECIAL MEETING

KERRVILLE, TEXAS
NOVEMBER 17, 2009

On November 17, 2009, the Kerrville City Council held a town hall meeting at the Dietert Center, 451 Guadalupe Street, Kerrville, Texas, at 1:00 p.m.

MEMBERS PRESENT:

R. Bruce Motheral	Mayor Pro Tem
Chuck Coleman	Councilmember
T. Scott Gross	Councilmember

MEMBER ABSENT: None

Todd A. Bock	Mayor
Stacie Keeble	Councilmember

STAFF PRESENT:

Todd Parton	City Manager
Kristine Ondrias	Assistant City Manager
Brenda G. Craig	City Secretary
Kevin Coleman	Director of Development Services
Charlie Hastings	Director of Public Works

Discussion of the City of Kerrville's application to the Texas Commission on Environmental Quality (TCEQ) for a water utility Certificate of Convenience and Necessity (CCN)

Mr. Hastings noted the city council had authorized staff to submit an application to TCEQ for the city to be the water purveyor in the extraterritorial jurisdiction (ETJ), currently one mile to be expanded to two miles when the city population reached 25,000 in the near future. He displayed a map depicting the existing and application CCN areas and reviewed the city's goals and reasons for the application as follows:

1. Safety: fire flow and fire protection. Existing CCN water providers had painted all fire hydrants black, indicating the hydrant was not available for fire protection. Black fire hydrants were a very serious issue for fire fighting and for the city's insurance rating. Insufficient water flow for fire protection could have significant negative affect on fire insurance rates in the ETJ and possibly the city. The Kerrville Fire Department was under contract with the county to provide fire services outside the city and must be able to locate fire hydrants that have sufficient water (250 gpm) for pumping. If the CCN is granted, the city would be responsible to ensure that city standards were available in that CCN area.
2. Long term water sustainability of conjunctive water sources (surface, ground, ASR). Pumping from the river and wells will have a long term impact on the city's conjunctive use system.
3. Economic growth. If the CCN is granted, it will be the city's responsibility to ensure sustainability and service for the CCN area.

Mr. Hastings answered questions and noted the following points:

- If someone had their own well, nothing would change and people could still drill a new well if they obtain a permit from Headwaters Groundwater Conservation District. This was not an attempt by the city to shut down wells or prohibit drilling of new wells. However, if the city is granted the CCN, it will prohibit well owners from being a water purveyor and selling water to the public.
- If the city was granted the CCN by TCEQ it will prohibit other CCN providers' ability to expand in the city's ETJ.
- When will the city get water to the CCN area? Property owners must file a written application to the city to request water service, same process as currently exists; no changes as a result of the CCN. However, if the owner developed the property or sold the property to a developer, they must meet minimum fire flow requirements. If the city requested a water system be expanded for future growth, that expansion would be at the city's cost.
- Anyone in the proposed CCN area who owned 25 acres or more was notified by the city that the city had applied for the CCN; this was a requirement of TCEQ as part of the CCN application process.
- Any property owner with 25 acres or more can opt out; the opt out deadline is November 29.
- This was not a move by the city to annex the CCN or two mile ETJ area. The city would continue to consider annexation requests on a case by case basis when property owners filed applications.
- The city had drought restrictions last summer; how can the city provide water to a larger area? He explained the city's conjunctive use system of groundwater, surface water and aquifer storage and recovery (ASR) wells. The drought restrictions were due to the state water master's curtailment of water allowed to be pumped from the river. The city did not experience a shortage of water; in fact, the city currently had 430 million gallons of water stored in ASR wells and was drilling a third ASR well in early 2010.

The following persons spoke:

1. Carl Yancer asked what authority the city would have over properties in the CCN area and if the city would be allowed to tax those properties?

Mr. Hastings noted the city could only tax property inside the city limits. The CCN would only grant the city exclusive right to sell water and/or negotiate water service to other water providers to ensure that water standards and infrastructure requirements were met in the CCN area.

Mr. Motheral noted that under certain circumstances, the city may relinquish an area to another CCN provider through negotiation if they could meet standards, particularly fire protection. Currently the city was under contract with the county to provide fire fighting services. Existing CCN providers painted all fire hydrants black indicating they were not available for fire protection; city fire trucks could collapse a water line if water flow was insufficient. The city's CCN application was a means to protect the ETJ area from substandard service and infrastructure development that the city taxpayer would have to pay to upgrade when annexed. He also noted that the county would not agree to upgrade existing substandard systems outside the city limits.

2. Tamara Sunday questioned what affect CCN would have on rainwater catchment systems. Mr. Hastings noted the CCN would not have any affect on rainwater catchment systems; the city's conservation ordinance encouraged rainwater catchments systems. The CCN was about authorization to sell water and providing infrastructure and water flow sufficient to meet fire fighting requirements. Existing water systems and wells would not be affected; there would not be any mandate to force people to connect to the city's water system.

3. Robert Keeble questioned if a property owner chose to opt out, could he be taken into another water company's CCN? What would happen if an owner did nothing, neither opt in nor opt out? Mr. Hastings replied that non-municipal water companies could expand their CCN by 1/4 mile without notifying the property owner, and private systems expanded all the time without owners' knowledge. If a property owner did not opt in or opt out, then the city's CCN process would continue in that area.

4. Kerr County Commissioner Jonathan Letz addressed the following issues:

- The city had a contract and was paid by the county to provide fire fighting services outside the city; however, volunteer fire departments were primary responders, so it was inaccurate to say the city was providing fire protection unless the contract was amended and the city provided more service.

- The subdivision regulations in place at the time the Kerrville South subdivision was built were much substandard by today's county standards. Today's city and county subdivision standards were about the same, also, the city and county were working together to develop and adopt better ETJ standards.

- Any new water system going in would be built to city standards.

- If tracts of 25 or more acres could opt out what was the purpose of the city applying for the CCN? It did not make sense. If a majority of the properties chose to opt out, would the city continue with the CCN? Mr. Motheral stated it was premature to make this determination until the city knew which properties requested to opt out. The city had applied for the CCN to protect the county landowners. Mr. Hastings noted that people in the Saddlewood Subdivision in the ETJ had requested assistance from the city to meet fire flow requirements, but the city could not assist because Saddlewood was not in the city's CCN.

- If a private well went down would the owner be allowed to drill a new well? Mr. Motheral responded yes, the CCN would not have any affect on drilling a new well in the ETJ and under the existing Headwaters and county regulations.

- As the CCN area changed, would the ETJ line change? Mr. Hastings stated as the ETJ line would change only when property was annexed into the city, and as the city limits changed, the city would apply to extend the CCN area.

- The city did a remarkable job with conjunctive water system and as a Region J Water Planning Group member, he knew if the city started pumping from its production wells, it would impact aquifer levels. However, the city was not the only entity proposing ASR wells; UGRA and Center Point were planning to put in an ASR well.

- He questioned why the city applied for a CCN when water flow could be achieved through sprinkler systems. Mr. Parton noted that CCN providers determined whether a hydrant was sufficient to meet fire flow requirements and whether to maintain

existing hydrants for fire protection.

5. Steve Stoutameyer questioned a landowner's right to opt out and if the 25 or more acres must be in one tract or could be cumulative? Mr. Hastings noted that state law required that individual tracts be 25 acres or more in order to automatically opt out; however, owners of smaller tracts may still file a protest with the state before the November 29 deadline; protests must include a metes and bounds of the property.

6. Charles Wiedenfeld stated he held the CCN for the area south of Kerrville and objected to the city's application for expansion. He noted the city was required to provide public notice to all landowners; notice to owners with less than 25 acres was required by notice in the newspaper and should state where a protest should be mailed to and what criteria was necessary. Mr. Hastings stated the notification had been published in the Kerrville Daily Times under TCEQ requirements.

Mr. Wiedenfeld objected to the city's attempt to land lock and prevent expansion of existing CCN water providers and noted fire protection outside the city was provided by rural fire departments. Mr. Motheral noted the city's CCN was not intended to adversely affect existing systems, it was to assure standards in new developments; if a CCN holder wanted to serve an area then they could negotiate with the city and provide assurance that standards, i.e. fire flow requirements, would be met. Mr. Hastings noted as the city limits expanded the city inherited substandard infrastructure that was expensive to upgrade. Mr. Wiedenfeld stated if the infrastructure was in bad shape, then a provider paid too much for it. He questioned if the city would proceed with the CCN application in an area where landowners had opted out. Mr. Hastings noted that decision would not be made until that time.

7. An unidentified individual questioned who would be responsible to pay for the connection to the city line? Mr. Hastings noted the process would be the same regardless if a property opted out or not; that is, the developer contact the city and request service when they are ready to develop. The landowner/developer would be responsible to pay their share of the expense for their system; the city would pay for any oversizing to serve future development beyond their system, if required by the city. The owner/developer still had the option of drilling their own private well.

8. Ted Schullenberg requested opt out instructions for owners of less than 25 acres and noted the two week time period did not give ample opportunity to investigate the issue. If he opted out and his well went dry, would the city run a line to his property and what would be the cost. Mr. Hastings referred him to the newspaper notice with instructions on how to file a protest with the state; he could also contact the city for help with the protest forms. Mr. Hastings noted the city would run a line to his property but it would be at the owner's expense; however, he still had the right to drill a private well. Mr. Hastings offered to meet with Mr. Schullenberg personally to answer any questions.

9. Mary Matthews expressed concern for water availability and how the city could provide water for more people when drought restrictions were enforced last summer.

She questioned if the city and county would ever reach the point of saying no to future development because of lack of water supply, stating that many wells went dry this summer and independent property owners did not have any recourse, and the city and county continued to allow additional development in those areas. She suggested the city and county establish a process that required a new development to provide evidence that a new well would not negatively affect an existing neighbor's well production. She questioned what the city's plans were to provide water service for the additional 60,000 acre CCN area.

Mr. Hastings invited her to investigate the 2007 water master plan and model system at city hall. Mr. Motheral stated it was a misnomer to say the city was out of water; summer drought restrictions were a result of the state water master curtailing pumping from the river; the city continued to maintain 500 million gallons of water in storage during the summer drought. Mr. Hastings explained the city's conjunctive water system and noted the city pumped and treated water from the river during high periods and stored it in the ASR wells; this allowed the aquifer to replenish quicker and maintain water levels in private wells. If the city began pumping from city production wells, private wells could be sucked dry very quickly. The city established a water conservation plan to protect underground aquifers; therefore, the city, at great expense, created a conjunctive water storage system. The summer drought restrictions only affected irrigation; the city's tanks were full and water was always available for fire protection and household use.

Ms. Matthews questioned if a property owner opted out and the CCN was approved, what would happen when their well was depleted? Mr. Hastings noted if the owner opted out today and years later the aquifer level became depleted in their area, they could request service from the city; however, in the future they may be in another provider's CCN area and the city could not, by state law, provide water service in another provider's CCN area. Mr. Parton noted the city did not have any control in another's CCN area; however, the city would require developments to meet minimum subdivision standards and the applicant had the responsibility to work with the CCN provider to meet those responsibilities. This would provide assurance to homeowners that fire hydrants were sufficient to meet fire flow requirements as this would have significant impact to homeowners through insurance rates. The key responsibility for the city was to assure standards; if the city held the CCN in an area, then the city would work with the developer to ensure water standards were met. At this time, the CCN process was to determine which areas would opt out and the city could begin planning and focusing on providing water to areas that did not opt out.

10. Euell Clinton noted that local geologist William Feathergail Wilson was an expert on regional aquifer systems; the aquifer was not uniform throughout the county, it was thin in the eastern area and in some areas it was very limited and depleting quickly. He felt the city's water resources were much more reliable.

11. Marj Carseth questioned if properties in the two mile ETJ or city's CCN would be taxed. Ms. Carseth understood that red fire hydrants had been painted black because of the proceedings being taken by the city; she questioned if a black fire

hydrant meant the area did not have fire protection and how this could be changed. She questioned who had painted the hydrants black and suggested they repaint them red. Mr. Hastings noted that only properties inside the city limits could be taxed by the city. Mr. Motheral noted the CCN application was not a stepping stone for annexation and the city could not tax an area that was not in the city. Existing CCNs had painted all red fire hydrants black and that was the impetus for the city applying for a CCN in the two mile ETJ. Only the state could change requirements and enforce standards on CCN providers and she should contact her state representative. Regarding repainting the fire hydrants red, she should contact the CCN provider in her area.

12. David Jones requested information on filing the forms if he chose to opt out. He questioned if a water provider had to meet the same notification requirements as the city; if he opted out today and later wanted to be in the city's CCN could he opt back in; and what would be the standards if his property was annexed into the city? Mr. Hastings thought a non-municipal CCN provider could expand one-quarter mile without any notification process. If he opted out and later wanted to opt back in, the city could consider his request IF his property was not already in another provider's CCN. Property inside the city limits had to meet the same requirements and went through the same development process. Mr. Motheral clarified that property had to meet standards at the time development was initiated, not at the time of annexation.

13. Gene Smith noted he had filed to have a hearing on the CCN application. He noted that Region J had performed extensive study on water availability and that study showed a water deficiency for the Kerr Area. He was concerned about water supply and encouraged the city council not to extend water beyond the city limits and the city's capacity to serve. The city had been diligent and spent a lot of money to develop a conjunctive water system and first class fire department and nothing should be allowed to affect the city's excellent fire insurance rate.

14. Tom Meyers, representing Aqua Source, stated he was unaware of a TCEQ rule that required notification by letter and newspaper for CCN expansions. Mr. Gross noted the city council was not trying to affect a "land grab"; the CCN application was about working with CCN providers and property developers to meet development standards; if the city were the CCN holder, the city could still negotiate with a non-municipal CCN holder to provide service in an area as long as standards were met. Currently, private substandard water systems existed in much of the area around the city; the council's intent was to encourage intelligent growth. Also, the city established a conjunctive water system in order to be good stewards of the water resources and save the aquifer and river. Private CCN providers can expand without any notification and did not have to meet the same standards as a municipal CCN provider did. The issue was supply and demand, if your well went dry where would you go to get water? The city was planning ahead to protect everyone, especially those on private wells and to provide water for future economic development.

15. Jim Bullock questioned why the city had not involved the county more in the

process. Mr. Hastings agreed that the city should have involved the county; however, staff had not realized that the TCEQ application would move as quickly as it had, noting the application was deemed complete and the city was given only 30 days to notify the public and had to move quickly. He had contacted the state to request a postponement but the state denied the request.

16. Shirley Smith noted after discussions with TCEQ she made the decision to opt out and mailed a letter to TCEQ requesting a public hearing be held in Kerrville. She questioned the adequacy of the water supply in the Kerr area and noted that rainfall was not sufficient to support the number of people moving into the area. She felt if all large landowners opted out this would send a message that they did not want additional development and housing. Comfort VFD served her area and they did not need fire hydrants, red or black, so there was no advantage to being in the city's CCN. Mr. Parton noted one reason behind the city's CCN application was to make available an adequate centralized system in order to conserve the aquifer and river.

17. Frances Lovett noted that on November 10 Mr. Hastings informed council that he had contacted TCEQ but they denied the city's request for an extension. She asked if the new water system between Kerrville and Center Point, as discussed by Commissioner Letz, was part of the city's master plan. Mr. Parton noted the proposed Center Point water system was being evaluated by UGRA and was not a city project. The city's CCN application covered part of the Center Point area; however, the city had discussed removing overlapping areas from the city's CCN as UGRA's plan was to install a system adequate to meet fire flow and supply standards.

18. Sylvia Fritz noted city subdivision regulations should require developments to meet certain rules, including fire hydrants, and the city should require CCNs to meet those subdivision regulations. Mr. Parton noted the city had subdivision regulations in place; however, the Texas Attorney General had issued an opinion that CCN providers could make their own determination whether to paint hydrants red or black.

ADJOURNMENT. The meeting adjourned at 3:05 p.m.

APPROVED: _____

Todd A. Bock, Mayor

ATTEST:

Brenda G. Craig, City Secretary

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Approval of bid and authorization to purchase new vehicles for the police department and approval to accept the Recovery Act Edward Byrne Memorial Justice Assistance Grant (JAG) Program.

FOR AGENDA OF: February 9, 2009 **DATE SUBMITTED:** January 25, 2010

SUBMITTED BY: Chief John Young **CLEARANCES:** Todd Parton, City Manager

EXHIBITS: Vehicle Specification sheet/ purchase costs

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER:

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$ 116,473	\$116,473	\$116,473	01-813-503

PAYMENT TO BE MADE TO:

REVIEWED BY THE FINANCE DIRECTOR:

SUMMARY STATEMENT

The staff contacted the local government-purchasing cooperative to determine the availability and cost of purchasing (5) new vehicles utilizing funding from the Criminal Justice Division, Office of the Governor, for funding under the Recovery Act Edward Byrne Memorial Justice Assistance Grant (JAG) Program. Council approved the grant application on May 26, 2009. The Police Department was awarded the grant totaling \$237,736. Initial funding will be from a department line item adjustment. A budget amendment recognizing the grant revenues will be brought forward in March as a portion of a larger budget amendment. The General Fund Police Department will be reimbursed after approval of the budget amendment.

Buyboard purchases city fleet vehicles and equipment in large numbers for numerous cities. Their ability to purchase in bulk, translates into cost savings and timely delivery of equipment for purchasing cities. The listed prices for one (1) new Chevrolet Tahoe marked police vehicle and four (4) new Dodge Charger marked police vehicles with extended warranties were obtained from the local government-purchasing cooperative, Buyboard. The total cost of five (5) vehicles is \$116,473 including Buyboard fees.

1---2010 Chevrolet Tahoe -----07-802-503-----\$26,409 (Includes Buy Board fee)
4---2010 Dodge Chargers -----07-802-503-----\$90,064 (Includes Buy Board fee)
\$116,473

RECOMMENDED ACTION

The Chief of Police recommends that City Council approve the bid and authorize the purchase of five (5) vehicles from the local government-purchasing cooperative, Buyboard and accept the grant.

QUOTE# 001A
WORKSHEET

CONTRACT PRICING

End User: CITY OF KERRVILLE	Contractor: Baby Jack Auto Group
Contact Name: JEFF WENDLING	CALDWELL COUNTRY CHEVROLET
Email: JEFFREY.WENDLING@KERRVILLETX.GOV	Prepared By: Averyt Knapp
Phone #: 830-792-2718	Email: aknapp@caldwellcountry.com
Fax #: CELL 830-739-2704	Phone #: 800-299-7283 or 979-567-6116
Location City & State: KERRVILLE	Fax #: 979-567-0853
Date Prepared: JANUARY 25, 2010	Address: P. O. Box 27, Caldwell, TX 77836
Contract #: CPA 071/TASB 281-07	Tax ID # 14-1856872

Product Description: 2010 CHEVROLET TAHOE PPV CC10706

A Base Price & Options:	\$26,009
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B Published Options

Code	Description	Cost	Code	Description	Cost
	PPV, 5.3LV8, FRONT/REAR AIR CONDITION, AMFM-CD, TILT, CRUISE, POWER SEAT, POWER WINDOWS, POWER LOCKS, POWER MIRRORS, DEEP TINT GLASS, RUNNING BOARDS, REAR WIPER/WASHER, SPECIAL PAINT BLACK & WHITE TWO TONE, CARPET FLOOR W/MATS	INCL		BABY JACK II AUTOMOTIVVE, LTD	
				CALDWELL COUNTRY CHEVROLET	
				PO BOX 27	
				CALDWELL, TEXAS 77836	

Subtotal B	INCL
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C Unpublished Options

Code	Description	Cost	Code	Description	Cost

Subtotal C	
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D Other Price Adjustments (Installation, Delivery, Etc..)

Subtotal D	INCL
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E	Unit Cost Before Fee & Non-Equipment Charges (A+B+C+D)	\$26,009
X	Quantity Ordered	1
	Subtotal E	\$26,009
F	Non-Equipment Charges (Trade-In, Warranty, Etc...)	
	FEE PER PO	400.00
G.	Color of Vehicle: BLACK & WHITE (2 TONE)	INCL
H.	Total Purchase Price (E+F)	\$26,409
	Estimated Delivery Date:	60-90 DAYS

QUOTE# 001
WORKSHEET

CONTRACT PRICING

End User: CITY OF KERRVILLE			Contractor: PLANET DODGE		
Contact Name: CURTIS THOMASON					
Email: CURTIS.THOMASON@KERRVILLETX.GOV			Prepared By: Averyt Knapp		
Phone #: 830-257-8181			Email: aknapp@caldwellcountry.com		
Fax #: CELL 830-739-1882			Phone #: 800-299-7283 or 979-567-6116		
Location City & State: KERRVILLE TX			Fax #: 979-567-0853		
Date Prepared: MAY 6, 2009			Address: 18555 HWY 59 NORTH, HUMBLE, TEXAS 77338		
Contract #: CPA 071/TASB 281-07			Tax ID # 20-5221858		
Product Description: 2009/2010 CHARGER POLICE V6 -STREET APPEAR LXDH48					
A Base Price & Options:					\$22,516
B Published Options					
Code	Description	Cost	Code	Description	Cost
	POLICE PACKAGE, 3.5LV6, 27A PACAKGE, WPB ALUMINUM WHEELS, AEB STREET APPEARANCE, TBW FULL SIZE SPARE, K77 BODY MODLINGS, JPR POWER SEAT, CGS SIDE AIRBAGS	INCL			
				PLANET DODGE	
				18555 HWY 59 NORTH	
				HUMBLE, TEXAS 77338	
Subtotal B					INCL
C Unpublished Options					
Code	Description	Cost	Code	Description	Cost
Subtotal C					
D Other Price Adjustments (Installation, Delivery, Etc...)					
Subtotal D					INCL
E Unit Cost Before Fee & Non-Equipment Charges (A+B+C+D)					\$22,516
Quantity Ordered					1
X					

Subtotal E	\$22,516
F Non-Equipment Charges (Trade-In, Warranty, Etc...)	
BUYBOARD FEE PER PO	400.00
G. Color of Vehicle: VARIOUS-TBD	
H. Total Purchase Price (E+F)	
	\$22,916
	Estimated Delivery Date:
	90-120 DAYS

TAX ID # 1-14-1856872-8

COLORS -

- 1 EA - BRILLIANT BLACK CRYSTAL PEARL
- 1 EA - DARK TITANIUM METALLIC
- 1 EA - DEEP WATER BLUE PEARL
- 1 EA - BRIGHT SILVER METALLIC

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Resolution amending authorized representation of the City's Investment account with TexPool

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** January 20, 2010

SUBMITTED BY: Mike Erwin  **CLEARANCES:** Jeffrey Todd Parton

EXHIBITS: Resolution amending authorized representation of the City's Investment account with TexPool

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$	\$	\$	\$

PAYMENT TO BE MADE TO:

REVIEWED BY THE FINANCE DIRECTOR:

SUMMARY STATEMENT

The City currently invests public funds with TexPool, an investment service for municipal governments. In order to maintain our account, the City needs to remove Joshua C. Selleck as authorized representative and add Mike Erwin.

RECOMMENDED ACTION

The Director of Finance recommends approving the resolution amending the City's authorized representatives to TexPool.

**CITY OF KERRVILLE, TEXAS
RESOLUTION NO. -2010**

**A RESOLUTION AMENDING THE CITY OF KERRVILLE'S
AUTHORIZED REPRESENTATIVES RELATING TO
PARTICIPATION IN THE TEXAS LOCAL GOVERNMENT
INVESTMENT POOL**

WHEREAS, the City of Kerrville, Texas ("Participant") is a local government of the State of Texas and is empowered to delegate to a public funds investment pool the authority to invest funds and to act as custodian of investments purchased with local investment funds; and

WHEREAS, it is in the best interest of the Participant to invest local funds in investments that provide for the preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act; and

WHEREAS, the Texas Local Government Investment Pool ("TexPool"), a public funds investment pool, was created on behalf of entities whose investment objectives in order of priority are preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act; and

WHEREAS, pursuant to Resolution No. 073-2004, the City Council of the City of Kerrville, Texas, authorized certain city officers and employees to act on the Participant's behalf with respect to the Participant's participation in TexPool; and

WHEREAS, the City Council of the City of Kerrville, Texas, finds that changes in city personnel makes it necessary to amend the Participant's representatives authorized to direct transactions with TexPool;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. That the following individuals, whose signatures appear in this Resolution, are authorized representatives of the Participant and are hereby authorized to transmit funds for investment in TexPool and are further authorized to withdraw funds from time to time, to issue letters of instruction, to be issued P.I.N. numbers and to take all other actions deemed necessary or appropriate for the investment of local funds:

Jeffrey Todd Parton, City Manager
Direct Phone: (830) 792-8304



Signature

Mike Erwin, Director of Finance
Direct Phone: (830) 792-8330



Signature

Kathy Schneider, Account Payable Clerk
Direct Phone: (830) 792-8332



Signature

Barbara Lanning, Financial Analyst
Direct Phone: (830) 792-8333

Barbara Lanning
Signature

SECTION TWO. Mike Erwin, Director of Finance, is designated as the Authorized Representative that will have primary responsibility for performing transactions and receiving confirmations and monthly statements under the Participation Agreement.

SECTION THREE. That this Resolution and its authorization shall continue in full force and effect until amended or revoked by the Participant, and until TexPool receives a copy of any such amendment or revocation.

PASSED AND APPROVED, this the _____ day of _____, 2010.

Todd A. Bock, Mayor

ATTEST:

Brenda G. Craig, City Secretary

APPROVED AS TO FORM:

Michael C Hayes

Michael C. Hayes, City Attorney

**BUSINESS OF THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Public Hearing and First Ordinance Reading: Zoning Change Request – Consider a request to change the zoning from R-3 (Multifamily Residential District) to a PDD (Planned Development District) on approximately 11.16 acre tract located on the west side of Loop 534 between Stoneledge Drive and Paragon Lane. Zoned: R-3. Applicant: Vordenbaum Engineering, Inc. (File No. 2009-54)

FOR AGENDA: February 9, 2010 **DATE SUBMITTED:** January 29, 2010

SUBMITTED BY: Gordon Browning, Senior Planner 

EXHIBITS: Location Map, Applicant's Request and Concept Plan (attached separately), Draft Ordinance, email from an adjacent property owner

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Mail Agenda Bill to: Kevin Spraggins, Vordenbaum Engineering, Inc. 507-D Highway St., Fredericksburg, Tx 78624

Project Timeline:

- December 10, 2009 – Applicant and staff hold a pre-application conference to discuss the proposed application.
- December 21, 2009 – An application for a Planned Development District is accepted by staff for review and consideration.
- January 7, 2010 – In accordance with Statute and local ordinance, notice of the required public hearing was published in The Kerrville Daily Times and notices mailed to property owners within 200-feet of the subject tract.
- January 15, 2010 – Staff comments and draft ordinance to applicant.
- January 21, 2010 – Public hearing before the Planning and Zoning Commission (P&Z) and consideration of a recommendation to the City Council.
- **February 9, 2010 – Public hearing before the City Council and consideration of an ordinance approving the PDD on first reading.**
- February 23, 2010 – Second and final ordinance reading approving the PDD.

PDD Process and Summary:

- Article 11-I-15 of the Zoning Code describes Planned Development Districts (PDD) and the process by which they are considered. PDD's are zoning districts that can be considered for permitting land uses not normally allowed in the zoning district in which the property is located. A PDD is governed by a site plan and any other development regulations associated with a City Council approved ordinance. A PDD effectively becomes a "stand alone" zoning district similar to those districts already described in the Zoning Code.

- No underlying right exists to approve a PDD request. The fact that the P&Z and City Council may review an application for a zoning change does not mean it must be approved. The burden falls on the applicant to show that the use would be a benefit to the particular area and to the general welfare of the City.
- The P&Z and Council may impose requirements and conditions of approval as are needed to ensure that a use requested by a PDD is compatible and complementary to adjacent properties.
- The applicant's request is to change the zoning on an approximately 11.16 acre tract from R-3 (Multifamily Residential District) to a PDD (Planned Development District) to allow a mixed-use development of office, retail, restaurant and multifamily as outlined in the attached draft ordinance.
- As presented in the applicant's concept plan and request, the proposed development will consist of six (6) buildings, approximately 34,000 square feet, in a commercial condominium style development. The proposed uses as requested and defined in the attached ordinance include, Retail Trade I, Business Services I, Life Care Development, Multifamily (condominiums and townhouses), Professional Office, Restaurants and Personal Services I.
- Unless specifically addressed in the attached draft ordinance, approval of the PDD does not exempt the property owner and/or developer from any other ordinance or requirement related to the development of the property described. Approval of the PDD is not a permit for development and/or construction.
- Prior to submission of any building and/or civil construction plans, the applicant shall submit a preliminary plat per the City's Subdivision Regulations and a development site plan for review and approval per Resolution No. 033-2009.
- Based on the proposed concept plan and uses outlined in the attached ordinance, staff recommends approval of the zoning change.
- The attached ordinance proposed by staff is consistent with previous PDD ordinances reviewed by the Commission and Council.

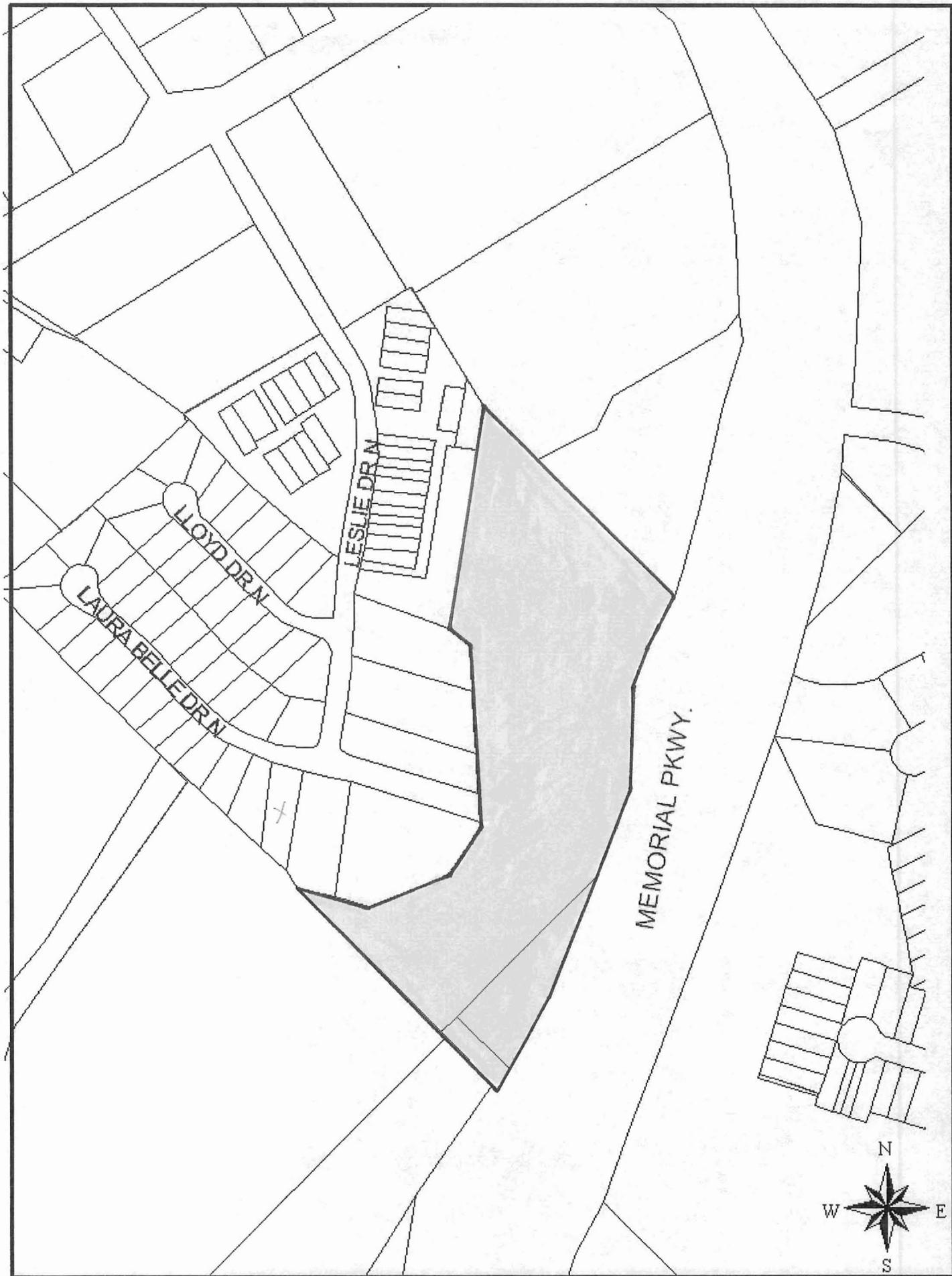
During the Commission's public hearing (held on January 21, 2010) two (2) property owners adjacent to the subject tract (Allen Polzin, 1950-B Leslie Drive and Kiley Seaton, 825 Laura Belle) spoke in regards to previous flooding in the area. While their concerns were not related to the zoning change, they were concerned with the amount of fill that has been added to the site and the effects it may have on adjacent properties during a flood.

STAFF NOTE: The owner's engineer is currently finalizing a FEMA LOMR (Letter of Map Revision) for the subject tract. Additionally, a review of the drainage for this proposed development will be a part of the plat, development site plan, civil construction and building plan review process.

Following the public hearing and the applicant's presentation, the Commission recommended approval of the PDD subject to the conditions and stipulations outlined in the attached ordinance.

RECOMMENDED ACTION

1. Open the public hearing and receive comments, and
2. Approve the zoning change requested as outlined in the attached ordinance on first reading.





CIVIL · STRUCTURAL · ENVIRONMENTAL
ENGINEERING

507 EAST HIGHWAY STREET
FREDERICKSBURG, TX 78624
PHONE: 830.997.4744 FAX: 830.997.6967

ADDITIONAL LOCATIONS: KERRVILLE, TX * BOERNE, TX

TEXAS REGISTERED ENGINEERING FIRM #F-165
ARKANSAS REGISTERED ENGINEERING FIRM #1807

December 21, 2009

Applicant: Kevin Spraggins
507 East Highway Street
Fredericksburg, Texas 78624
(830) 997-4744

Legal Description:

- Deed – Exhibit "A" – 11.82 acres (see attached)
- Legal Description out of the area of the floodplain (LOMR-F) 6.84 acres (see attached)

Statement describing the proposed use:

- Requesting a Plan Development District to allow all of the following zoning districts, and their permitted uses: Retail I, Business Services I, Life Development Services (Assisted Living), Multi Family to include Multi Family Condominiums, Townhouses, Professional Offices, Restaurant (Limited and General), Personal Services I.
- We are requesting Quinlan Creek Village to follow City of Kerrville commercial condominium subdivision policies.

**CITY OF KERRVILLE, TEXAS
ORDINANCE NO. 2010-_____**

AN ORDINANCE CREATING A “PLANNED DEVELOPMENT DISTRICT” FOR RETAIL TRADE I, BUSINESS SERVICES I, LIFE CARE DEVELOPMENT, MULTIFAMILY RESIDENTIAL, PROFESSIONAL OFFICE, RESTAURANT (GENERAL AND LIMITED), AND PERSONAL SERVICES I ON AN APPROXIMATELY 11.16 ACRE TRACT OF LAND, MADE UP OF 10.10 ACRES OUT OF THE BENJAMIN F. CAGE SURVEY NUMBER 116, ABSTRACT NUMBER 106 AND 1.06 ACRES OUT OF THE FRITZ VOLLMERING SURVEY NUMBER 1432, ABSTRACT NUMBER 1519, WITHIN THE CITY OF KERRVILLE, TEXAS, AND GENERALLY LOCATED WEST OF LOOP 534 (VETERANS HIGHWAY) BETWEEN STONELEDGE DRIVE AND PARAGON PLACE; ADOPTING A CONCEPT PLAN AND CONDITIONS RELATED TO THE DEVELOPMENT OF SAID DISTRICT; CONTAINING A CUMULATIVE CLAUSE; CONTAINING A SAVINGS AND SEVERABILITY CLAUSE; ESTABLISHING A PENALTY OR FINE NOT TO EXCEED \$2,000 FOR EACH DAY OF VIOLATION OF ANY PROVISION HEREOF; ORDERING PUBLICATION; AND PROVIDING OTHER MATTERS RELATING TO THE SUBJECT

WHEREAS, the City Planning and Zoning Commission and the Governing Body of the City of Kerrville, Texas, in compliance with the City Charter and the State law with reference to the creation of Planned Development Districts under Article 11-I-15 of the Zoning Code of the City of Kerrville, Texas, and amending the official zoning map adopted thereby, have given the requisite notices by United States mail, publication and otherwise; and after holding due hearings and affording a full and fair hearing to all of the property owners generally, and particularly to those interested persons situated in the affected area and in the vicinity thereof, the Governing Body of the City of Kerrville, Texas, finds that the health, safety and general welfare will be best served by the creation of a Planned Development District for Retail Trade I, Business Services I, Life Care Development, Multifamily Residential (Condominiums/Townhomes), Professional Office, Restaurant (general and limited), and Personal Services I purposes, subject to the special conditions and restrictions set out hereinafter on the property described in Section One hereof;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. The property described in **Exhibit A** (the “Property”) is removed from Zoning District R-3 (Multifamily Residential District) and placed in a newly created “Planned Development District” for development and use.

SECTION TWO. The Property may be developed and used but only in accordance with the following conditions:

- A. Permitted Uses: The following uses shall be permitted in the “Planned Development District” subject to the conditions provided herein and the applicable regulations for each use as provided within the Zoning Code: Retail Trade I, Business Services I, Life Care Development, Multifamily Residential (Condominiums/Townhomes), Professional Office, Restaurants (general and limited) and Personal Services I.

- B. Concept Plan: The development and use of the "Property" shall be substantially in accordance with the Concept Plan attached as **Exhibit B**.
- C. Development Site Plan: Prior to the City's acceptance of any civil construction or building plans, a Development Site Plan shall be submitted pursuant to City regulations.
- D. Setbacks and Height: The Property shall be developed with the minimum setbacks from the Property lines and a maximum height as follows:
1. Front Yard Setback: 20-feet
 2. Rear Yard Setback: 20-feet
 3. Side Yard Setback: 5-feet
 4. Maximum Height: 40-feet
- E. Parking: The design, number of parking spaces, and aisle dimensions shall be in accordance with City regulations in effect at the time individual building permits are submitted to the City. All required parking spaces shall be constructed of asphalt or concrete and shall be marked and kept available for customers and employees.
- F. Parking Lot Lighting: All outside pole lights shall be of a "shoe box" design and shall be located, shielded, and aimed in such a manner so as not to allow light to directly fall on adjacent roadways and/or properties.
- G. Sidewalks: The construction of sidewalks shall be required and constructed in accordance with City regulations in effect at the time building permits are submitted.
- H. Signage: The design, installation, location, and maintenance of signs shall comply with City sign regulations existing at the time of permitting for the sign.
- I. Landscaping Regulations: Landscaping shall be installed in accordance with the following:
1. Planting materials planed on the Property shall be from the list of recommended plants set forth in the most recent edition of Recommended Plants for the Kerrville Area published by the City at the time of planting.
 2. All landscaping shall be maintained in a healthy, growing condition.
- J. Screening: Screening shall be required in accordance with City regulations in effect at the time individual building permits are submitted to the City.
- K. Trash and Other Solid Waste: Solid waste collection bins and dumpsters shall be equipped with lids and screened with a gate with an opaque screen on one side and masonry material finished to look substantially like the adjacent building(s) on the remaining three sides.

L. Outdoor Storage and Display: The outdoor storage of any materials, supplies, inventory and/or equipment, whether in cargo containers or similar containers or buildings shall be prohibited.

M. Platting: The development of this property shall be subject to the City's Subdivision Regulations, which includes submittal and approval of a plat.

SECTION THREE. The provisions of this Ordinance are to be cumulative of all other ordinances or parts of ordinances governing or regulating the same subject matter as that covered herein; provided, however, that all prior ordinances or parts of ordinances inconsistent with or in conflict with any of the provisions of this Ordinance are hereby expressly repealed to the extent of any such inconsistency or conflict.

SECTION FOUR. If any section, subsection, sentence, clause or phrase of this Ordinance is, for any reason, held to be unconstitutional or invalid, such holding shall not affect the validity of the remaining portions of this Ordinance. The Council of the City of Kerrville, Texas, hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause, or phrase hereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

SECTION FIVE. The penalty for violation of this Ordinance shall be in accordance with the general penalty provisions contained in Article 1-I-9 of the Code of Ordinances of the City of Kerrville, Texas, which provides for a fine not exceeding TWO THOUSAND DOLLARS (\$2,000.00).

SECTION SIX. In accordance with Section 3.07 of the City Charter and Texas Local Government Code §52.013(a), the City Clerk is hereby authorized and directed to publish the descriptive caption of this Ordinance in the manner and for the length of time prescribed by the law as an alternative method of publication.

PASSED AND APPROVED ON FIRST READING, this the ___ day of _____, A.D., 2010.

PASSED AND APPROVED ON SECOND AND FINAL READING, this the ___ day of _____, A.D., 2010.

Todd A. Bock, Mayor

APPROVED AS TO FORM:

ATTEST:



Michael C. Hayes, City Attorney

Brenda G. Craig, City Secretary

FIELD NOTE DESCRIPTION
6.84 ACRES BEING THE PORTION OF AN 11.16 ACRE TRACT
THAT IS NOT WITHIN THE 100 YEAR FLOOD PLAIN

Being a tract of land containing 6.84 acres situated in Kerr County, Texas and being approximately 5.78 acres in the Benjamin F. Cage Survey No. 116, Abstract No. 106 and approximately 1.06 acres in the Fritz Vollmering Survey No. 1432, Abstract No. 1519 and being also the portion of a 11.16 acre tract of record in Volume 1515, Page 273, Official Public Records of Kerr County, determined by Vordenbaum Engineering, Inc. not to be within the 100 Year Flood Plain, and being more particularly described by metes and bounds as follows:

BEGINNING at a ½" iron rod found in the westerly right of way line of Texas State Highway Loop 534 and being the south corner of a 3.20 acre tract of record in Volume 407, Page 652, Real Property Records of Kerr County and being the northeast corner of said 11.16 acre tract and the subject tract;

THENCE with the westerly right of way lines of said Loop 534, being the easterly lines of said 11.16 acre tract, the following calls:

S 28° 20' W for 124.10 feet to an unmarked point;
S 20° 55' W for 100.00 feet to an unmarked point;
S 00° 31' W for 213.19 feet to a concrete monument;
S 20° 53' W for 503.56 feet to a concrete monument;
S 29° 28' W for 234.68 feet to an unmarked point being the northeast corner of a 74.5 acre tract of record in Volume 58, Page 424, Deed Records of Kerr County and being the south corner of said 11.16 acre tract and the subject tract;

THENCE with the common line of said 74.5 acre tract and said 11.16 acre tract, N 44° 38' W for 67.80 feet to an unmarked point and continuing, N 44° 53' W for 396.87 feet to an unmarked point at the 100 Year Flood Plain line as determined by Vordenbaum Engineering, Inc. and being the southwest corner of the subject tract;

THENCE through the interior of said 11.16 acre tract with said 100 Year Flood Plain line, from unmarked point to unmarked point, the following calls:

N 86° 27' E for 20.63 feet;
N 71° 08' E for 22.94 feet;
N 63° 16' E for 24.33 feet;
S 64° 03' E for 21.16 feet;
S 43° 14' E for 12.70 feet;
S 88° 39' E for 10.22 feet;
N 66° 48' E for 53.11 feet;
S 48° 53' E for 9.93 feet;
N 06° 53' E for 14.02 feet;
N 59° 21' E for 43.29 feet;
S 69° 30' E for 26.68 feet;
N 86° 27' E for 56.64 feet;
N 49° 56' E for 5.60 feet;

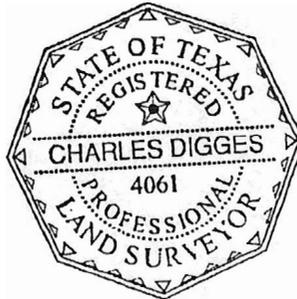
N 45° 31' E for 64.63 feet;
N 32° 22' E for 117.60 feet;
N 16° 20' E for 33.28 feet;
N 01° 55' E for 76.55 feet;
N 05° 10' W for 57.39 feet;
N 05° 24' W for 117.45 feet;
N 00° 16' E for 46.49 feet;
N 08° 07' E for 88.51 feet;
N 03° 09' W for 62.40 feet;
N 03° 33' W for 67.39 feet;
N 00° 56' W for 86.13 feet;
N 03° 17' E for 30.22 feet;
N 19° 33' E for 45.39 feet;
N 52° 00' E for 49.30 feet;
N 80° 24' E for 10.69 feet;
S 72° 32' E for 63.22 feet;
S 54° 07' E for 122.00 feet;
S 70° 45' E for 37.93 feet to an unmarked point in the southwest line of the
aforementioned 3.20 acre tract and the northeast line of said 11.16 acre tract;

THENCE with the common line of said 3.20 acre tract and said 11.16 acre tract, S 44° 50' E for 94.27 feet to the POINT OF BEGINNING and containing 6.84 acres within these metes and bounds.

This description is a companion to a Plat of Survey dated March 23, 2009 and was prepared this 24th day of March 2009.



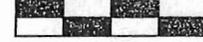
Charles Digges RPLS
Texas Registration No. 4061
File# 09031902 msword DP



LEGEND

- Unmarked Point
- 1/2" Found Iron Rod
- Concrete Monument
- POB Point of Beginning
- D.R.K.C. Deed Records of Kerr County
- R.P.R.K.C. Real Property Records of Kerr County
- O.P.R.K.C. Official Public Records of Kerr County

0 200'



SCALE 1" = 200'

D. Pillatzke
 JOB# 09031902
 SURVEY PERFORMED
 MARCH 23, 2009.



Copyright 2009 Guadalupe Survey Company;
 This Survey is created for the benefit of
 only the buyer, seller, lender and
 title company of this transaction.

**BENJAMIN F. CAGE
 SURVEY NO. 116
 ABSTRACT NO. 106**

6.84 Acres
 APPROX. 5.78 ACRES
 IN SURVEY NO. 116
 APPROX. 1.06 ACRES
 IN SURVEY NO. 1432

**FRITZ VOLLMERING
 SURVEY NO. 1432
 ABSTRACT NO. 1519**

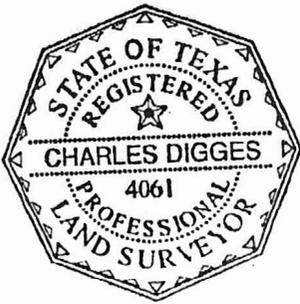
74.5 ACRES
 VOL. 58, PG. 424
 D.R.K.C.

**THOMAS HAND
 SURVEY NO. 115
 ABSTRACT NO. 193**

TEXAS STATE HIGHWAY LOOP 534

*Plat of Survey of 6.84 acres being the
 portion that lies outside the 100 Year
 Flood Plain of a 11.16 acre tract of
 record in Volume 1515, Page 273,
 Official Public Records of Kerr
 County, Texas.*

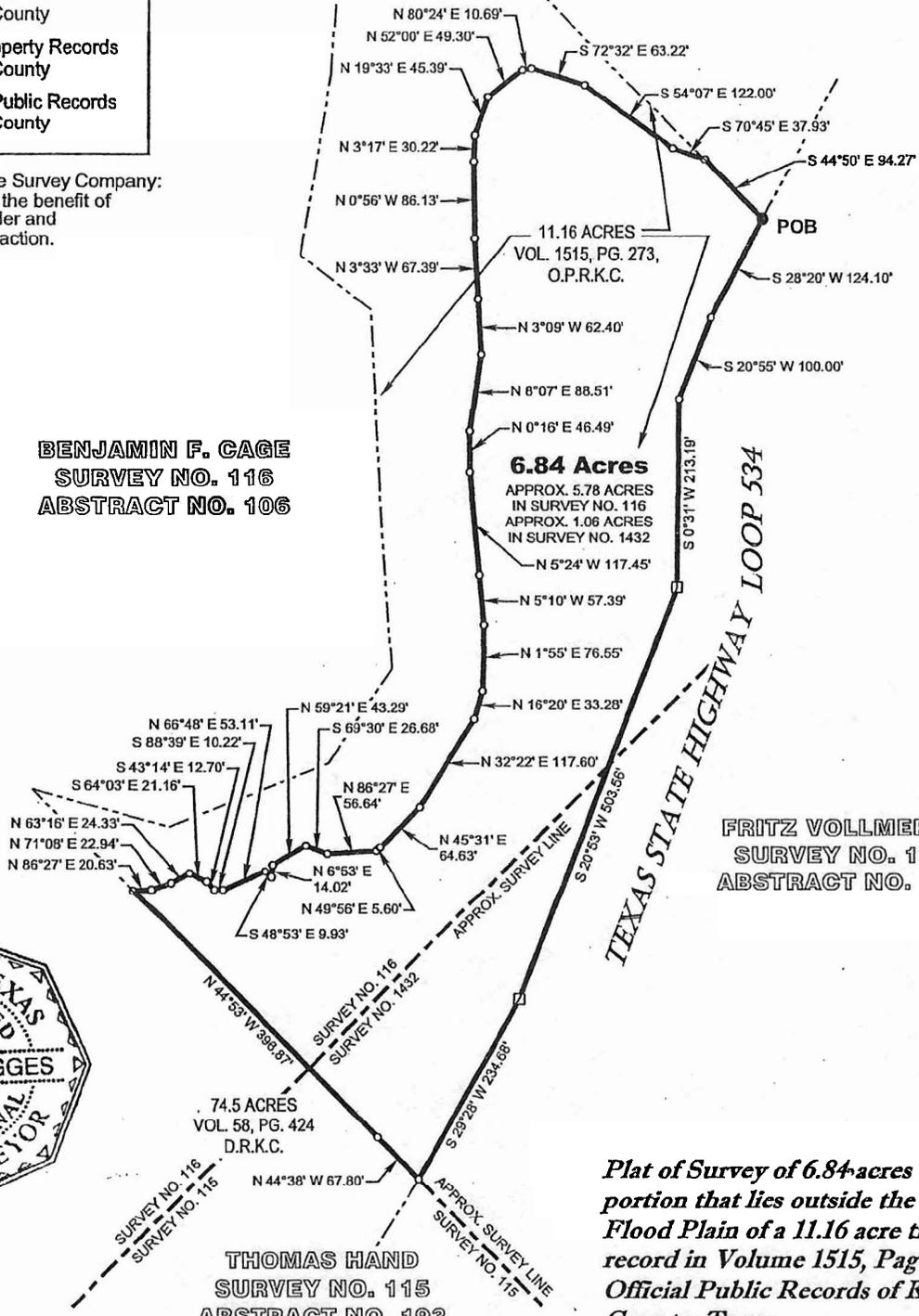
NOTE:
 THIS PLAT OF SURVEY IS A COMPANION
 TO A FIELD NOTE DESCRIPTION DATED
 MARCH 24, 2009.

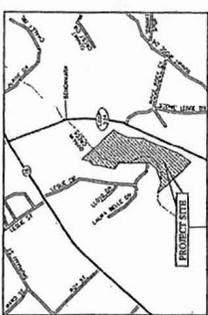


Charles Digges, R.P.L.S.
 Texas Registration No. 4061

GUADALUPE SURVEY COMPANY

217-A West Water Kerrville, Texas 78028 Ph# (830)895-1808 Fax# (830)896-3534





LOCATION MAP
NOT TO SCALE

SUMMARY TABLE

LOT 1	LOT 2
CURRENT ZONING: R2	CURRENT ZONING: R2
TOTAL LOT AREA: 24,608 sq. ft. / 0.56 ac.	TOTAL LOT AREA: 17,125 sq. ft. / 0.39 ac.
AREA OF OUT FLOODPLAIN: 14,249 sq. ft. / 0.33 ac.	AREA OF OUT FLOODPLAIN: 10,238 sq. ft. / 0.23 ac.
PROPOSED BUILDING AREA: 16,000 sq. ft. / 0.37 ac.	PROPOSED BUILDING AREA: 17,238 sq. ft. / 0.40 ac.
PARKING SPACES REQUIRED (1 PER 300 S.F.): 56	PARKING SPACES REQUIRED (1 PER 300 S.F.): 58
PROPOSED PARKING SPACES: 56	PROPOSED PARKING SPACES: 58
HANDICAP PARKING SPACES PROVIDED: 4	HANDICAP PARKING SPACES PROVIDED: 5
COMBINATION OF LOTS 1 & 2	
CURRENT ZONING: R2	
TOTAL LOT AREA: 41,733 sq. ft. / 0.95 ac.	
AREA OF OUT FLOODPLAIN: 24,498 sq. ft. / 0.56 ac.	
PROPOSED BUILDING AREA: 33,238 sq. ft. / 0.77 ac.	
PARKING SPACES REQUIRED (1 PER 300 S.F.): 131	
PROPOSED PARKING SPACES: 131	
HANDICAP PARKING SPACES PROVIDED: 10	
COMBINATION OF LOTS 1 & 2	
CURRENT ZONING: R2	
TOTAL LOT AREA: 41,733 sq. ft. / 0.95 ac.	
AREA OF OUT FLOODPLAIN: 24,498 sq. ft. / 0.56 ac.	
PROPOSED BUILDING AREA: 33,238 sq. ft. / 0.77 ac.	
PARKING SPACES REQUIRED (1 PER 300 S.F.): 131	
PROPOSED PARKING SPACES: 131	
HANDICAP PARKING SPACES PROVIDED: 10	

A
PROPOSED CONCEPT PLAN
FOR

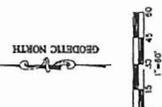
QUINLAN CREEK VILLAGE

AN ALLIANCE PROJECT ESTIMATED QUINLAN CREEK
BETWEEN LESTER DR. & LOOP 69, WALKER COUNTY, TEXAS.

CHEROKEE ROAD & BRIDGE OWNER
2103 21st Street
Ft. Worth, TX 76104

VORDENHAUM ENGINEERING, INC. ENGINEER
6000 99th Street
Dallas, TX 75244
Texas Registration # 1-145
Professional Seal # 12824

FILE NO: 09/04
SHEET CP (1 OF 1)



LEGEND

- PROPOSED BUILDING
- PROPERTY BOUNDARY
- ADJACENT PROPERTY BOUNDARY
- GRADING SETBACK LINE
- LODM-F FLOODPLAIN BOUNDARY
- 45 DEGREE CENTER LINE
- EXISTING CONTOURS
- EXISTING STORM SEWER
- EXISTING CONCRETE FOUNDATION
- EXISTING JUNCTION BOX
- EXISTING CONCRETE PP-3-AP
- MINOR-DRAIN
- TYPICAL
- GRADING SETBACK LINE
- PROPOSED UTILITY LOCATION
- NUMBER OF PROPOSED PARKING SPACES
- PROPOSED LIGHT FIXTURE



REMARKS: (OFF SITE)
FIELD OF VIEW FROM THIS ROAD, BEYOND THE
COUNTY ROAD DEPARTMENT, A 1/4 MILE CORNER OF THE LOOP
12500 ROAD 75

Gordon Browning

From: Kathy Gaulden [kgaulden@cq.kerr.tx.us]

Sent: Thursday, January 21, 2010 2:37 PM

To: Gordon Browning

Cc: Tara La Montia

Subject: Zoning Change Request

Dear Mr. Browning:

Per my telephone conversation with you earlier this afternoon, I am writing to you and the Kerrville City Council regarding my and my husband's concerns about the zoning change request filed by Voedenbaum Engineering, Inc., pertaining to property located on the west side of Loop 534 between Stoneledge Drive and Paragon Lane. My husband and I are unable to attend the meeting tonight, but definitely plan to attend the Kerrville City Council meeting on February 9th.

My husband and I own a townhouse at 1920 Leslie Drive, which faces Quinlan Creek and is directly across the creek from the above-mentioned property. My husband and I have sincere concerns about the placement of fill in this area, believing that the flow of Quinlan Creek has been drastically changed. We have seen this creek in all stages -- from dry creekbed to high raging waters. I believe it was in 2002 when Kerrville experienced some very severe flooding that completely destroyed one home and seriously damaged another one just down the street from us. There was also extensive damage to a small bridge and the #12 green at Schreiner Golf Course. This, of course, was before the fill was in place and the creek was able to overflow in the direction AWAY from our house. Now, we are concerned that with the wall of dirt that has been placed, the creek will have nowhere to go except TOWARDS our home, which no doubt, would result in a disastrous situation.

We respectfully ask that you sincerely consider our concerns before granting a zoning change in this area.

Sincerely,

Frances K (Kathy) and Gerald Gaulden
1920 Leslie Drive
Kerrville, TX 78028
830/895-2446

01/21/2010

**BUSINESS OF THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: **Annexation-Zoning Request** – A proposed annexation-zoning request for approximately 86.71 acres generally located northwest of the Kerrville/Kerr County Airport fronting the northeast side of Peterson Farm Road, adjacent to the corporate limits of the City of Kerrville. Applicant: Kerr Economic Development Foundation. (File No. 2009-45)

FOR AGENDA: February 9, 2010 **DATE SUBMITTED:** February 2, 2010

SUBMITTED BY: Gordon Browning, Senior Planner 

EXHIBITS: Location Map, Applicant's Request, Annexation and Zoning Ordinance

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Mail Agenda Bill to: Guy Overby, Kerr Economic Development Foundation, 1700 Sidney Baker, Suite 100, Kerrville, Texas 78028

Annexation-Zoning Timeline:

- November 30, 2009 – Annexation petition and zoning request submitted for review and consideration.
- December 3, 2009 – Notice of public hearing published in The Kerrville Daily Times.
- December 8, 2009 – City Council considers and accepts annexation petition for the subject tract by resolution.
- December 17, 2009 – Planning and Zoning Commission (P&Z) public hearing on proposed annexation and recommendation of zoning designation to the City Council.
- January 12, 2010 – City Council conducts the first required public hearing on the proposed annexation.
- January 26, 2010 – City Council conducts the second required public hearing on the proposed annexation and considers an ordinance on first reading annexing and zoning the subject tract.
- **February 9, 2010** – **City Council considers an ordinance on second and final reading annexing and zoning the subject tract.**

Summary:

The applicant proposes annexation and zoning of approximately eighty-six (86.71) acres generally located northwest of the Kerrville/Kerr County Airport, fronting the northeast side of Peterson Farm Road adjacent to the corporate limits of the City of Kerrville. The concept plan submitted as part of the request shows the property developed as an animal and insect research facility. The requested annexation and zoning is intended to

be the first step in the relocation of the USDA-ARS Knipling-Bushland U.S. Livestock Insects Research Laboratory currently located north of the City on SH 16.

Staff is working closely with the Kerr Economic Development Foundation, USDA-ARS staff and their consultants on the timing and development of this facility.

Article 11-I-4(b) of the Zoning Code requires on all annexation requests that:

1. The Commission hold a public hearing on the proposed annexation, and
2. Make a recommendation to the City Council as to the zoning designation of the subject tract upon its annexation.

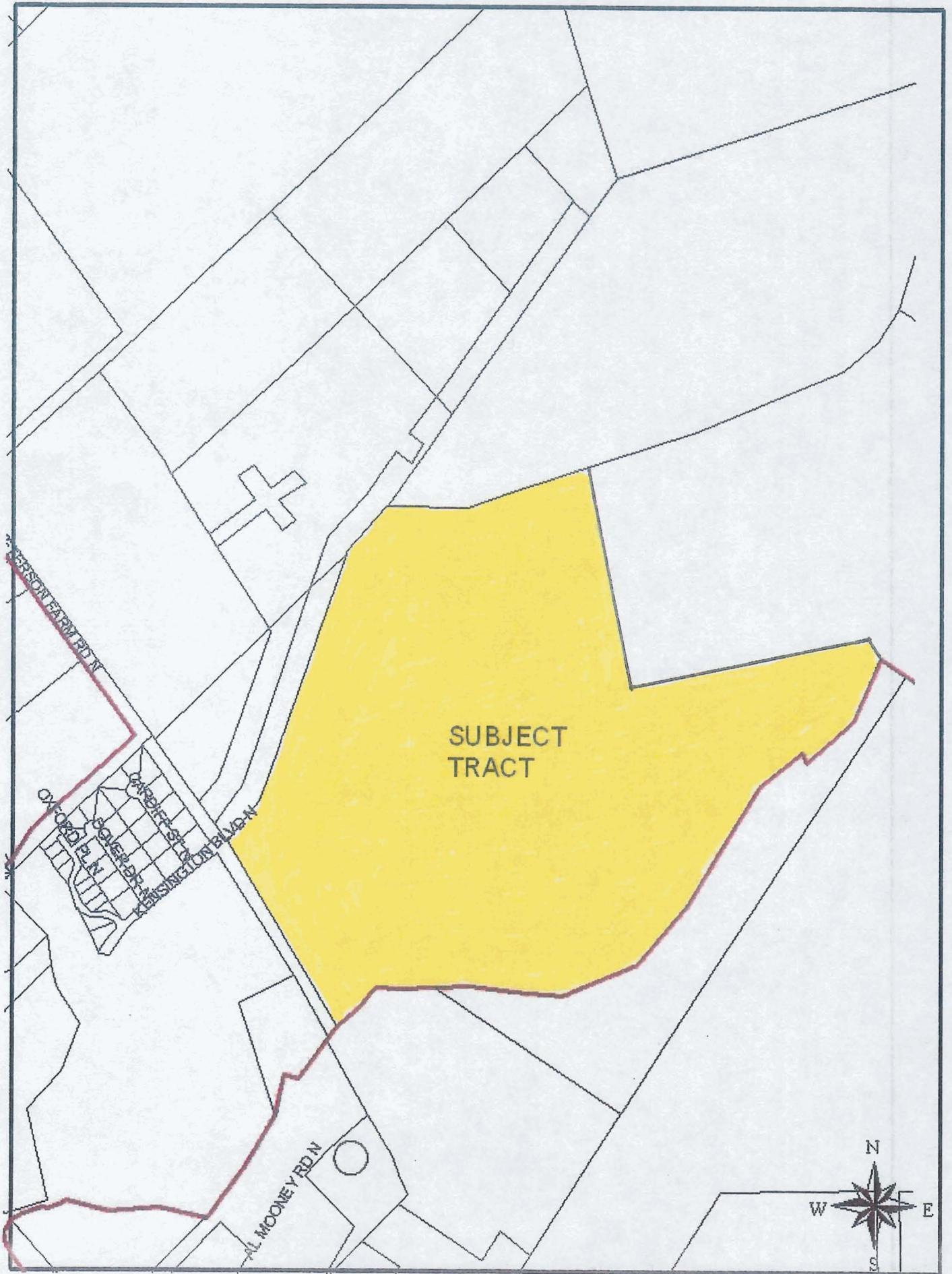
Staff recommended a zoning designation for this tract of PDD (Planned Development District) for a "USDA-ARS Livestock Insects Research Laboratory" to include the land uses and development standards outlined in the attached draft ordinance. The proposed use is in conformance with the compatible land uses outlined in the Airport Master Plan and the 'Rural Development' designation of the City's Comprehensive Plan.

The Planning and Zoning Commission, following a public hearing on this request, recommended annexing the subject tract with a zoning designation of PDD (Planned Development District) as outlined. No one from the public appeared at the public hearing.

Note, the ordinance attached has been refined by the City Attorney to clarify and better define the use allowed and to identify uses to be allowed as accessory to the principal use.

RECOMMENDED ACTION

1. Approve the annexing and zoning of the subject tract as outlined in the attached ordinance on second reading.



CITY OF KERRVILLE, TEXAS
ORDINANCE NO. ____-2010

AN ORDINANCE ANNEXING AN APPROXIMATE 86.71 ACRE TRACT OUT OF THE W.T. CROOK SURVEY NO. 71, ABSTRACT NO 114; SAID TRACT BEING LOCATED ADJACENT TO THE CORPORATE LIMITS OF THE CITY OF KERRVILLE, TEXAS AND GENERALLY LOCATED NORTHWEST OF THE KERRVILLE/KERR COUNTY AIRPORT FRONTING THE NORTHEAST SIDE OF PETERSON FARM ROAD; DESCRIBING THE TERRITORY TO BE ANNEXED; ADOPTING A SERVICE PLAN FOR THE TERRITORY ANNEXED; AND ESTABLISHING THE ZONING FOR THE AREA ANNEXED

WHEREAS, pursuant to Texas Local Government Code Section 43.052(h)(2), the owner of the property described in Section One, below, has petitioned the City to annex the property into the corporate limits of the City of Kerrville, Texas; and

WHEREAS, having provided all required public notices, held all required public hearings at which persons with an interest in the matter were provided an opportunity to be heard, the City Council of the City of Kerrville, Texas, finds it to be in the public interest to approve an Ordinance annexing the subject property, adopt a service plan as required by state law, and establish zoning regulations for the area;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. The property as described in **Exhibit A** and depicted in **Exhibit B**, is hereby annexed and incorporated into the corporate limits of the City of Kerrville, Texas, for all legal purposes.

SECTION TWO. The service plan regarding the provision of public services set forth in **Exhibit C**, is adopted for the property described in Section One, above, as required by Texas Local Government Code §43.056.

SECTION THREE. Upon the adoption of this Ordinance, the property described in Section One, above, shall be placed in a newly created "Planned Development District for a "Livestock-Insects Research Laboratory". For the purpose of this Ordinance, Livestock-Insects Research Laboratory is defined as an establishment primarily engaged in conducting research and experimental development in the physical, engineering, and life sciences, such as agriculture, biology, botany, biotechnology, food, animal medicine, veterinary, and other allied subjects and shall include only the following uses, collectively referred to herein as "Primary Uses":

- a. research laboratory and office space;
- b. large animal research facility;

- c. insect research and rearing facility;
- d. keeping, penning, and pasturing of livestock; and
- e. maintenance and storage facilities and structures.

SECTION FOUR. In addition to the Primary Uses, the following uses shall be allowed but only as an accessory use to the Primary Uses:

- a. animal waste storage incinerator;
- b. chemical storage structures; and
- c. accessory structures directly related thereto.

SECTION FIVE. The property described in Section One, above, may be developed and uses as a “Livestock-Insects Research Laboratory”, subject to each of the following:

- a. Concept Plan: The development of the property shall be substantially in accordance with the Concept Plan found in **Exhibit D**, attached hereto and incorporated herein by reference.
- b. Platting: The development of the property shall be subject to the City’s Subdivision Regulations, which includes submittal and approval of a plat.
- c. Development Site Plan: Prior to the issuance of a building permit, a Development Site Plan shall be submitted pursuant to the City’s regulations.
- d. Parking: The design, number of parking spaces, and aisle dimensions shall be in accordance with the regulations in effect at the time that building permits are submitted to the City.
- e. Sidewalks: The construction of sidewalks shall be required in accordance with the regulations in effect at the time building permits are submitted to the City.
- f. Setback Requirements: The Planned Development District shall be developed with minimum setbacks from property lines as follows:
 - i. Front Yard Setback: 35.0 feet
 - ii. Rear Yard Setback: 35.0 feet
 - iii. Interior Yard Setback: 12.5 feet
 - iv. Exterior Yard Setback: 15.0 feet
 - v. Animal Pens: 30.0 feet from any property line
- g. Maximum Height: No building or structure shall exceed 40.0 feet in height. Notwithstanding the provisions of Article 11-1-3(a)(47), no portion of any structure built on the property, included but not limited to

communication antennae and water towers, shall exceed 50.0 feet in height.

h. Signs: The design, installation, location, and maintenance of signs shall be in accordance with the City's sign regulations in effect at the time that building permits are submitted to the City.

i. Trash and Other Solid Waste: Solid waste collection bins and dumpsters shall be equipped with lids and screened with a gate with an opaque screen on one side and masonry material finished to look substantially like the adjacent building on the remaining three (3) sides.

j. Outdoor Parking Lot Lighting: All parking lot pole lights shall be of a "shoe box" design and shall be located, shielded, and aimed in such a manner so as not to allow light to fall directly on adjacent roadways and/or properties. All outdoor lighting must be designed in accordance with the regulations of the Federal Aviation Administration or its successor agency in order to prevent such outdoor lighting from constituting a hazard to air traffic arriving or departing the Kerrville/Kerr County Airport.

SECTION SIX. The provisions of this Ordinance are to be cumulative of all Ordinances or parts of Ordinances governing or regulating the same subject matter as that covered herein; provided, however, that all prior ordinances or parts of ordinances inconsistent with or in conflict with any of the provisions of this Ordinance are hereby expressly repealed to the extent of any such inconsistency or conflict.

SECTION SEVEN. If any section, subsection, sentence, clause or phrase of this Ordinance is, for any reason, held to be unconstitutional or invalid, such holding shall not affect the validity of the remaining portions of this Ordinance. The Council of the City of Kerrville, Texas, hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause, or phrase hereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

SECTION EIGHT. The penalty for violation of this Ordinance shall be in accordance with the general penalty provisions contained in Article 1-1-9 of the Code of Ordinances of the City of Kerrville, Texas, which provides for a fine not exceeding TWO THOUSAND DOLLARS (\$2,000.00).

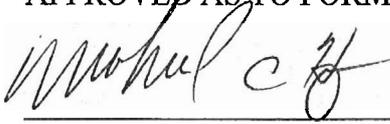
SECTION NINE. In accordance with Section 3.07 of the City Charter and Texas Local Government Code §52.013(a), the City Secretary is hereby authorized and directed to publish the descriptive caption of this Ordinance in the manner and for the length of time prescribed by the law as an alternative method of publication.

PASSED AND APPROVED ON FIRST READING, this the 26th day of January A.D., 2010.

PASSED AND APPROVED ON SECOND READING, this the _____ day of
_____ A.D., 2010.

Todd A. Bock, Mayor

APPROVED AS TO FORM:



Michael C. Hayes, City Attorney

ATTEST:

Brenda C. Craig, City Secretary

FIELD NOTES DESCRIPTION FOR 86.71 ACRES OF LAND OUT OF THE EQUITECH-BIO, INC. LAND ALONG PETERSON FARM ROAD IN KERR COUNTY, TEXAS

Being all of a certain tract or parcel of land containing 86.71 acres, more or less, out of W.T. Crook Survey No. 71, Abstract No.114 in Kerr County, Texas; part of a certain 268.62 acre tract conveyed from James S. Ernst, et ux to Equitech-Bio, Inc. by an Assumption Warranty Deed with Vendor's Lien executed the 8th day of November, 1995 and recorded in Volume 823 at Page 774 of the Real Property Records of Kerr County, Texas; and being more particularly described by metes and bounds as follows:

BEGINNING at a ½" iron stake set in the northeast right-of-way line of Peterson Farm Road, a sixty (60) ft. wide public road and in the southwest line of said 268.62 acre tract for the most westerly corner of the herein described tract; which point bears: 64.57 ft. S.30°55'53"E. from a fence cornerpost, the most westerly corner of said 268.62 acre tract; and, approximately, 4646 ft. South and 3706 ft. West from the northwest corner of Survey No. 43;

THENCE, upon, over and across said 268.54 acre tract, parallel to and sixty (60) ft. east and southeast from the west line of 268.54 acre tract, all calls to set ½" iron stakes: N.37°23'22"E., 257.05 ft.; N.19°32'35"E., 746.64 ft.; N.18°32'29"E., 401.99 ft.; N.41°24'35"E., 226.79 ft.; S.89°03'43"E., 333.56 ft.; and N.71°57'13"E., 737.56 ft. to a ½" iron stake set in a fence for the northerly northeast corner of the herein described tract;

THENCE, along or near a fence continuing upon, over and across said 268.62 acre tract, all calls to fence angleposts: S.01°57'42"E., 482.78 ft.; S.13°11'05"E., 415.47 ft.; N.77°49'16"E., 753.33 ft.; N.77°58'21"E., 98.86 ft.; S.85°32'16"E., 12.08 ft.; S.74°27'14"E., 3.75 ft.; S.03°46'51"W., 17.24 ft.; and S.54°21'06"E., 154.52 ft. to a fence cornerpost in the south line of 268.62 acre tract and north line of a certain 142 acre tract conveyed as Parcel No. 1 from Ida E. Ingenhuett, et al to the City of Kerrville by a Warranty Deed executed the 16th day of August, 1941 and recorded in Volume 68 at Page 302 of the Deed Records of Kerr County, Texas;

THENCE, along a fence with the common line between said 268.62 and 142 acre tracts: S.22°36'31"W., 289.54 ft. to a fence anglepost; S.47°54'07"W., 280.75 ft. to a fence cornerpost; and N.18°05'29"W., at 29.8 ft. passing a fence endpost, then continuing for a total distance of 51.30 ft. to an unmarked point in the approximate center of Silver Creek;

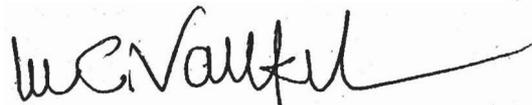
THENCE, with the said approximate center of Silver Creek continuing with the said common line between 268.62 and 142 acre tracts, all calls to unmarked points: S.51°22'58"W., 235.04 ft.; S.32°29'44"W., 281.06 ft.; S.30°19'43"W., 330.44 ft.; S.40°56'47"W., 335.80 ft.; S.66°45'40"W., 349.28 ft.; N.85°35'12"W., 217.96 ft.; N.82°37'16"W., 178.69 ft.; S.88°45'46"W., 192.23 ft.; S.86°02'35"W., 125.33 ft.; N.86°48'11"W., 100.78 ft.; S.41°59'45"W., 120.64 ft.; and S.46°29'39"W., 120.34 ft. to an unmarked point in a fence, the said northeast right-of-way line of Peterson Farm Road for the southwest corner of the herein described tract and 268.62 acre tract;

THENCE, along a fence with the southwest line of said 268.62 acre tract and northeast right-of-way line of Peterson Farm Road N.30°55'53"W., 864.69 ft. to the PLACE OF BEGINNING.

I hereby certify that this field notes description and accompanying plat are accurate representations of the property shown and described hereon as determined by a survey made on the ground under my direction and supervision, except no survey was made to reestablish Patent Survey lines or corners; and that all property corners are as shown.(Bearing basis = True north based on GPS observations)

Dates Surveyed: March 7 & 11, 2003
October 26, 2006

Dated this 31st day of January, 2008



Lee C. Voelkel
Registered Professional Land Surveyor No. 3909
County Surveyor for Kerr County, Texas

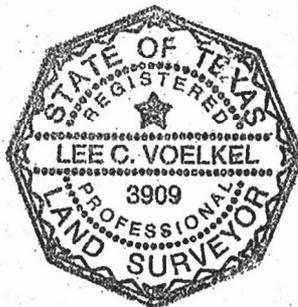


EXHIBIT A

SURVEY PLAT FOR 86.71 ACRES OF LAND, MORE OR LESS, OUT OF W.T. CROOK SURVEY NO. 71, ABSTRACT NO. 114 IN KERR COUNTY, TEXAS; PART OF A CERTAIN 268.62 ACRE TRACT CONVEYED FROM JAMES S. ERNST, ET UX TO EQUITECH-BIO INC. BY AN ASSUMPTION WARRANTY DEED WITH VENDOR'S LIEN EXECUTED THE 8TH DAY OF NOVEMBER, 1995 AND RECORDED IN VOLUME 823 AT PAGE 774 OF THE REAL PROPERTY RECORDS OF KERR COUNTY, TEXAS

LINE CHART

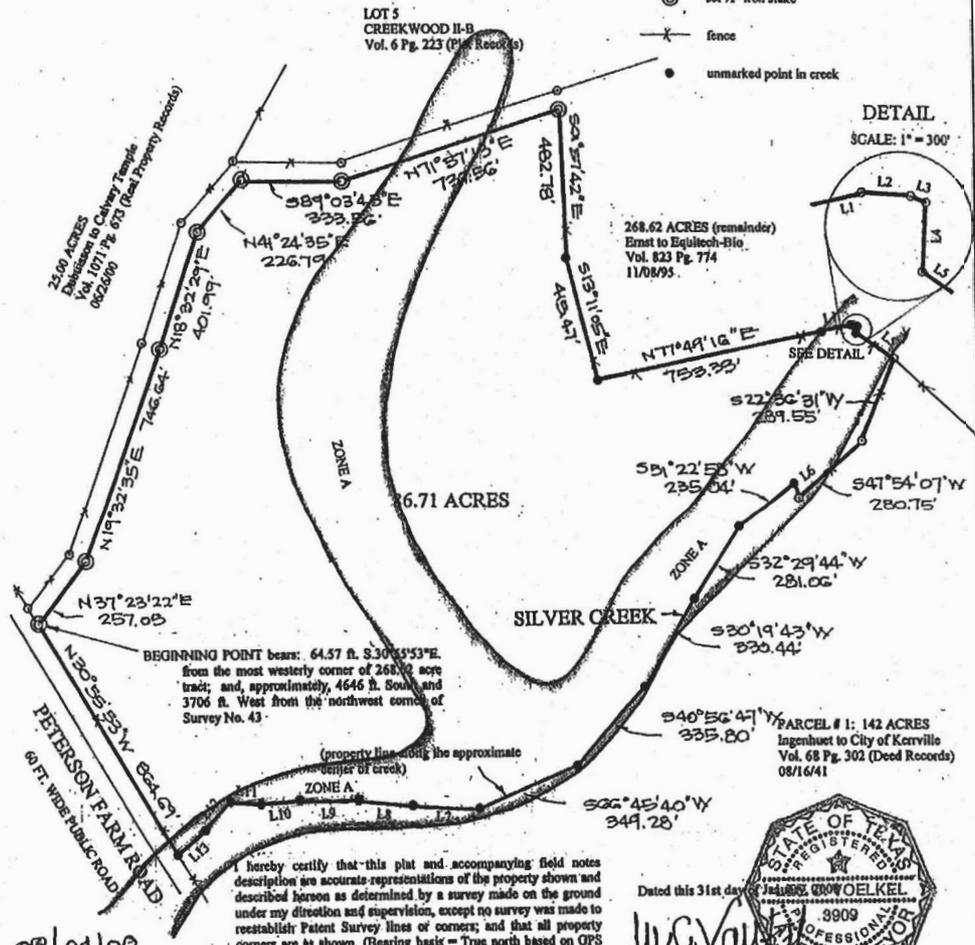
L1	N.77°58'21"E, 98.86'
L2	S.85°32'16"E, 12.08'
L3	S.74°27'14"E, 3.75'
L4	S.03°46'51"W, 17.24'
L5	S.54°21'06"E, 164.52'
L6	N.18°05'29"W, 51.30'
L7	N.85°35'12"W, 217.95'
L8	N.82°37'16"W, 178.87'
L9	S.88°45'48"W, 192.24'
L10	S.86°02'34"W, 125.33'
L11	N.86°48'11"W, 100.78'
L12	S.41°59'45"W, 120.64'
L13	S.46°29'39"W, 120.34'

NOTE: Zone A shown hereon is approximate. The location of Zone A is from a "scaled overlay" of the FIRM and does not represent any flood study or elevations done by me. This representation is for schematic purposes only and should not be used for the placement of improvements on the property.

SCALE: 1" = 400'

LEGEND

- fencepost
- ⊙ set 1/2" iron stake
- X— fence
- unmarked point in creek



08/04/08
Added Zone A
Note

I hereby certify that this plat and accompanying field notes description are accurate representations of the property shown and described hereon as determined by a survey made on the ground under my direction and supervision, except no survey was made to reestablish Patent Survey lines or corners; and that all property corners are as shown. (Bearing basis = True north based on GPS observations)

Dates Surveyed: March 7, 2003
October 26, 2006

Dated this 31st day of August, 2006
Leo C. Voelkel
Registered Professional Land Surveyor No. 3909
County Surveyor for Kerr County, Texas



ANNEXATION SERVICE PLAN

SERVICE	DETAILS OF SERVICE PROVIDED	TIMETABLE
Animal Control	The provisions of animal control services shall be in effect following annexation of the property.	Immediately following annexation
Code Enforcement	The provisions of Code Enforcement services, including the application and enforcement of building, electrical, plumbing, and other related code requirements adopted by the City of Kerrville shall be made immediately to the area upon annexation. The preparation of a zoning plan shall serve as a basis for the zoning of land following annexation. The adoption of the zoning plan shall be in accordance with the procedures of the City of Kerrville's Zoning Ordinance.	Immediately following annexation, zoning to be concurrent with annexation
Fire Protection and Suppression	Fire protection and suppression personnel and equipment from the Kerrville Fire Department will be provided to the area as needed.	Immediately following annexation
Fire Prevention	The services of the City of Kerrville Fire Marshall shall be provided to the area.	Immediately following annexation.
Library	Future residents of the area, if any, will continue to be entitled to utilize all City of Kerrville Library facilities.	Immediately following annexation.
Parks and Recreation	City of Kerrville Parks and Recreation services will continue to be available to any area residents.	Immediately following annexation
Police Protection	Police protection personnel and equipment shall be provided to the area immediately upon annexation. Police enforcement and protection services shall be provided through regular patrol activities.	Immediately following annexation

ANNEXATION SERVICE PLAN (CONTINUED)

SERVICE	DETAILS OF SERVICE PROVIDED	TIMETABLE
Public Services - Street Department	Public streets not maintained by the Texas Department of Transportation within the area shall be maintained by the City of Kerrville.	Immediately following annexation
Sanitation (Refuse Collection)	Refuse collection shall be available to any residents of the annexed area at the same costs and procedures as required of City residents and businesses.	Immediately following annexation
Traffic Engineering	Traffic control devices and street markers shall be installed where deemed necessary by the city street department, except as provided by the Texas Department of Transportation.	Immediately following annexation
Utilities (Water Distribution and Wastewater Collection)	Extension of utilities to the property shall be in accordance with the City of Kerrville's Subdivision Ordinance.	As the property develops

**BUSINESS OF THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: **Annexation and Zoning Request** – A proposed annexation-zoning request for approximately 3.954 acres located at 246 Johnson Drive, adjacent to the corporate limits of the City of Kerrville.
Applicant: Kerrville/Kerr County Airport Board (File No. 2009-44)

FOR AGENDA: February 9, 2010 **DATE SUBMITTED:** January 29, 2010

SUBMITTED BY: Gordon Browning, Senior Planner 

EXHIBITS: Location Map, Applicant's Request, Annexation and Zoning Ordinance

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Mail Agenda Bill to: Bruce McKenzie, Airport Manager, 1877 Airport Loop, Kerrville, Texas 78028

Annexation-Zoning Timeline:

- November 12, 2009 – Annexation petition and zoning request submitted for review and consideration.
- December 3, 2009 – Notice of public hearing published in The Kerrville Daily Times.
- December 8, 2009 – City Council considers and accepts annexation petition for the subject tract by resolution.
- December 17, 2009 – Planning and Zoning Commission (P&Z) public hearing on proposed annexation and recommendation of zoning designation to the City Council.
- January 12, 2010 – City Council conducts the first required public hearing on the proposed annexation.
- January 26, 2010 – City Council conducts the second required public hearing on the proposed annexation and considers an ordinance on first reading annexing and zoning the subject tract.
- **February 9, 2010** – **City Council considers an ordinance on second and final reading annexing and zoning the subject tract.**

Summary:

- The Kerrville/Kerr County Joint Airport Board, representing the owners, request annexation and zoning of the subject 3.954 acre tract adjacent to the airport and corporate limits of the City of Kerrville.
- Article 11-I-4(b) of the Zoning Code requires on all annexation requests that:

1. The Commission hold a public hearing on the proposed annexation, and
2. Make a recommendation to the City Council as to the zoning designation of the subject tract upon annexation.

Staff recommended a zoning designation of "AD" (Airport District) which is in conformance with the Comprehensive Plan, the adjacent zoning and the Airport Master Plan.

The Planning and Zoning Commission, following a public hearing on this request, recommended annexing the subject tract with a zoning designation of AD (Airport District). No one from the public appeared at the public hearing.

RECOMMENDED ACTION

1. Approve the annexing and zoning of the subject tract as outlined in the attached ordinance on second reading.

CITY OF KERRVILLE, TEXAS
ORDINANCE NO. ____-2010

AN ORDINANCE ANNEXING AN APPROXIMATE 3.954 ACRE TRACT, SAID PROPERTY BEING LOCATED ADJACENT TO THE CORPORATE LIMITS OF THE CITY OF KERRVILLE, TEXAS, AND CONSISTING OF A TRACT ADJACENT TO THE KERRVILLE/KERR COUNTY AIRPORT AND BEING MORE PARTICULARLY DESCRIBED AS PART OF LOT 1, SHADY GROVE SUBDIVISION; DESCRIBING THE TERRITORY TO BE ANNEXED; ADOPTING A SERVICE PLAN FOR THE TERRITORY ANNEXED; AND ESTABLISHING THE ZONING FOR THE AREA ANNEXED

WHEREAS, pursuant to Texas Local Government Code Section 43.052(h)(2), the owners of the property described in Section One, below, have petitioned the City to annex said property into the corporate limits of the City of Kerrville, Texas; and

WHEREAS, having provided all required public notices, held all required public hearings at which people with an interest in the matter were provided an opportunity to be heard, the City Council of the City of Kerrville, Texas, finds it to be in the public interest to approve an ordinance annexing the subject property, adopt a service plan as required by state law, and establish zoning regulations for the area;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KERRVILLE, KERR COUNTY, TEXAS:

SECTION ONE. The property, as described in **Exhibit A** and depicted in **Exhibit B**, is hereby annexed and incorporated into the corporate limits of the City of Kerrville, Texas, for all legal purposes.

SECTION TWO. The service plan regarding the provision of public services, as set forth in **Exhibit C**, attached hereto and incorporated herein by reference, is hereby adopted for the property described in Section One, above, as required by Texas Local Government Code §43.056.

SECTION THREE. Upon the adoption of this Ordinance, the property as described in Section One, above, shall be subject to a zoning designation of "AD", Airport District.

SECTION FOUR. The provisions of this Ordinance are to be cumulative of all Ordinances or parts of Ordinances governing or regulating the same subject matter as that covered herein; provided, however, that all prior ordinances or parts of ordinances inconsistent with or in conflict with any of the provisions of this Ordinance are hereby expressly repealed to the extent of any such inconsistency or conflict.

SECTION FIVE. If any section, subsection, sentence, clause or phrase of this Ordinance is,

for any reason, held to be unconstitutional or invalid, such holding shall not affect the validity of the remaining portions of this Ordinance. The Council of the City of Kerrville, Texas, hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause, or phrase hereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

SECTION SIX. The penalty for violation of this Ordinance shall be in accordance with the general penalty provisions contained in Article 1-1-9 of the Code of Ordinances of the City of Kerrville, Texas, which provides for a fine not exceeding TWO THOUSAND DOLLARS (\$2,000.00).

SECTION SEVEN. In accordance with Section 3.07 of the City Charter and Texas Local Government Code §52.013(a), the City Clerk is hereby authorized and directed to publish the descriptive caption of this Ordinance in the manner and for the length of time prescribed by the law as an alternative method of publication.

PASSED AND APPROVED ON FIRST READING, this the 26th day of January, A.D., 2010

PASSED AND APPROVED ON SECOND READING, this the _____ day of _____, A.D., 2010.

Todd A. Bock, Mayor

ATTEST:

Brenda G. Craig, City Clerk

APPROVED AS TO FORM:



Michael C. Hayes, City Attorney

Job No. S0285201
March 27, 2007

County: Kerr
C.S.J. No.:
Highway: Kerrville Airport
Project Limits: At Kerrville Airport

PROPERTY DESCRIPTION OF PARCEL NO. 1

Being a 3.954 of acres (172,274 square foot) parcel of land, more or less, out of Lot 1, Shady Grove Subdivision, Kerrville, Kerr County, Texas, being the tract as described in Volume 645, Page 227, Official Public Records, Kerr County, Texas, which 3.954 of acres (172,274 square feet) of land being more particularly described by metes and bounds as follows:

BEGINNING at a ½" rebar with MDS cap found for the southwest corner of the herein described tract, said point being in the north line of 39.51 acre tract as recorded in Volume 257, Page 608, Deed Records, Kerr County, Texas;

- 1) THENCE South 00°00'15" West, with and along the west line of the herein described tract, a distance of 76.00 feet to a 1/2" rebar with a CEC plastic cap set for an angle point of said Johnson Drive;
- 2) THENCE North 33°03'09" East, with and along the center line of Johnson Drive and the west line of the herein described tract, a distance of 79.30 feet to a 1/2" rebar with a CEC plastic cap set for an angle point of said Johnson Drive;
- 3) THENCE North 52°33'09" East, with and along the center line of Johnson Drive and the west line of the herein described tract, a distance of 199.69 feet, to a 1/2" rebar with a CEC plastic cap set for the northwest corner of the herein described tract and the southwest corner of a 3.94 acre tract as recorded in Volume 192, Page 829, Deed Records, Kerr County, Texas;
- 4) THENCE South 84°52'09" West, with and along the north line of the herein described tract and the south line of said 3.94 acre tract, a distance of 438.89 feet to a 1/2" rebar with a CEC plastic cap set for the northeast corner of the herein described tract and the southeast corner of a 3.94 acre as recorded in Volume 192, Page 829, Deed Records, Kerr County, Texas;
- 5) THENCE South 14°25'48" East, with and along the east line of the herein described tract and the west line of a 5.94 acre tract as recorded in Volume 1222, Page 687, Official Public Records, Kerr County, Texas, a distance of 311.82 feet to a 1/2" rebar found for the

southeast corner of the herein described tract and the southwest corner of said 5.94 acre tract, said point being in the north line of said 39.51 acre tract;

- 6) South $89^{\circ}54'27''$ West, with and along the south line of the herein described tract and the north line of said 39.51 acre tract, a distance of 716.63 feet to the **POINT OF BEGINNING** and containing 3.954 acres (172,274 square feet) of land, more or less.

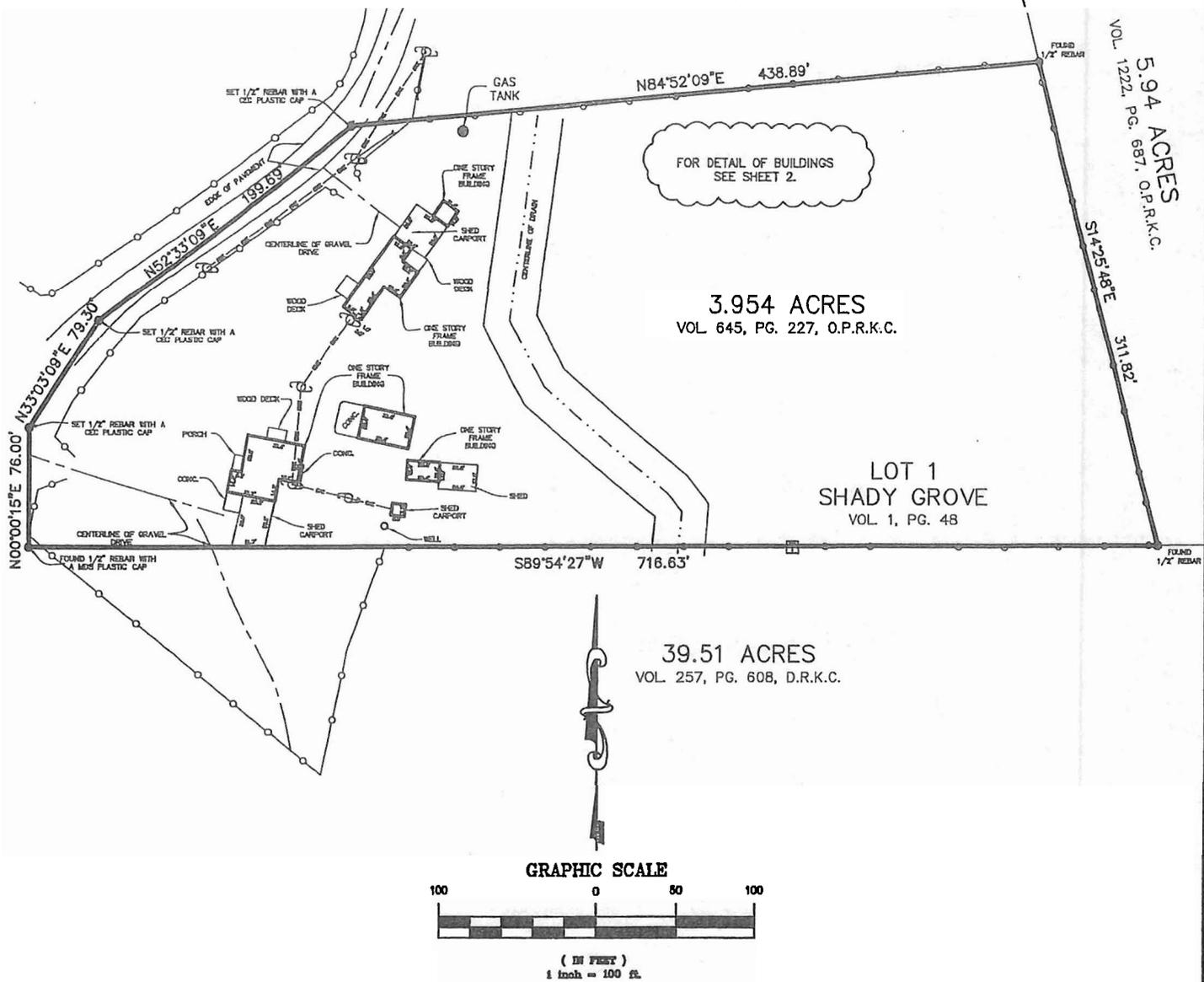
The basis of bearing recited herein is the Texas State Plane Coordinate System (South Central Zone 4204). This description was prepared from a survey made on the ground by employees of Civil Engineering Consultants. The square footage recited herein is based on mathematical calculations and is subject to the rules of rounding and significant numbers. There is a plat of survey with even date.

Chester A. Varner, R.P.L.S. 3/27/07
Chester A. Varner, RPLS#4812



3.94 ACRES
VOL. 192, PG. 829, D.R.K.C.

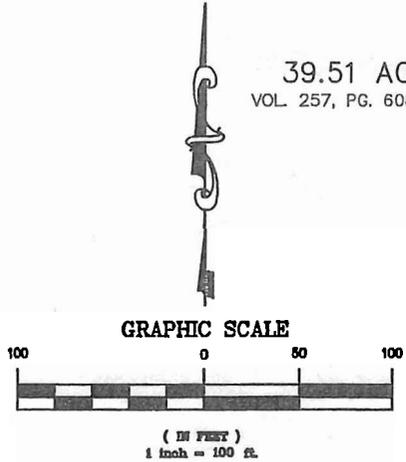
5.94 ACRES
VOL. 1222, PG. 687, O.P.R.K.C.



FOR DETAIL OF BUILDINGS
SEE SHEET 2.

LOT 1
SHADY GROVE
VOL. 1, PG. 48

39.51 ACRES
VOL. 257, PG. 608, D.R.K.C.



NOTES:

1. BEARINGS ARE BASED ON NAD 83 TEXAS STATE PLANE COORDINATE SYSTEM (SOUTH CENTRAL ZONE 4204).
2. A LEGAL DESCRIPTION OF EVEN SURVEY DATE HEREWITH ACCOMPANIES THIS PLAT.
3. THE SQUARE FOOTAGE RECITED HEREIN IS BASED ON MATHEMATICAL CALCULATIONS AND IS SUBJECT TO THE RULES OF ROUNDING AND SIGNIFICANT NUMBERS.
4. THE ACREAGE OF THE PARENT TRACT WAS TAKEN FROM THE RECORDED INSTRUMENTS IS NOT BASED ON FIELD DIMENSIONS.
5. FIELD SURVEY COMPLETED AND MONUMENTS SET: MARCH 30, 2007.
6. O.P.R.K.C. = OFFICIAL PUBLIC RECORDS OF KERR COUNTY, TEXAS.
D.R.K.C. = DEED RECORDS OF KERR COUNTY, TEXAS.

LEGEND

- TELEPHONE PEDESTAL
- POWER POLE
- GUY WIRE
- WIRE FENCE
- OVERHEAD ELECTRIC LINE

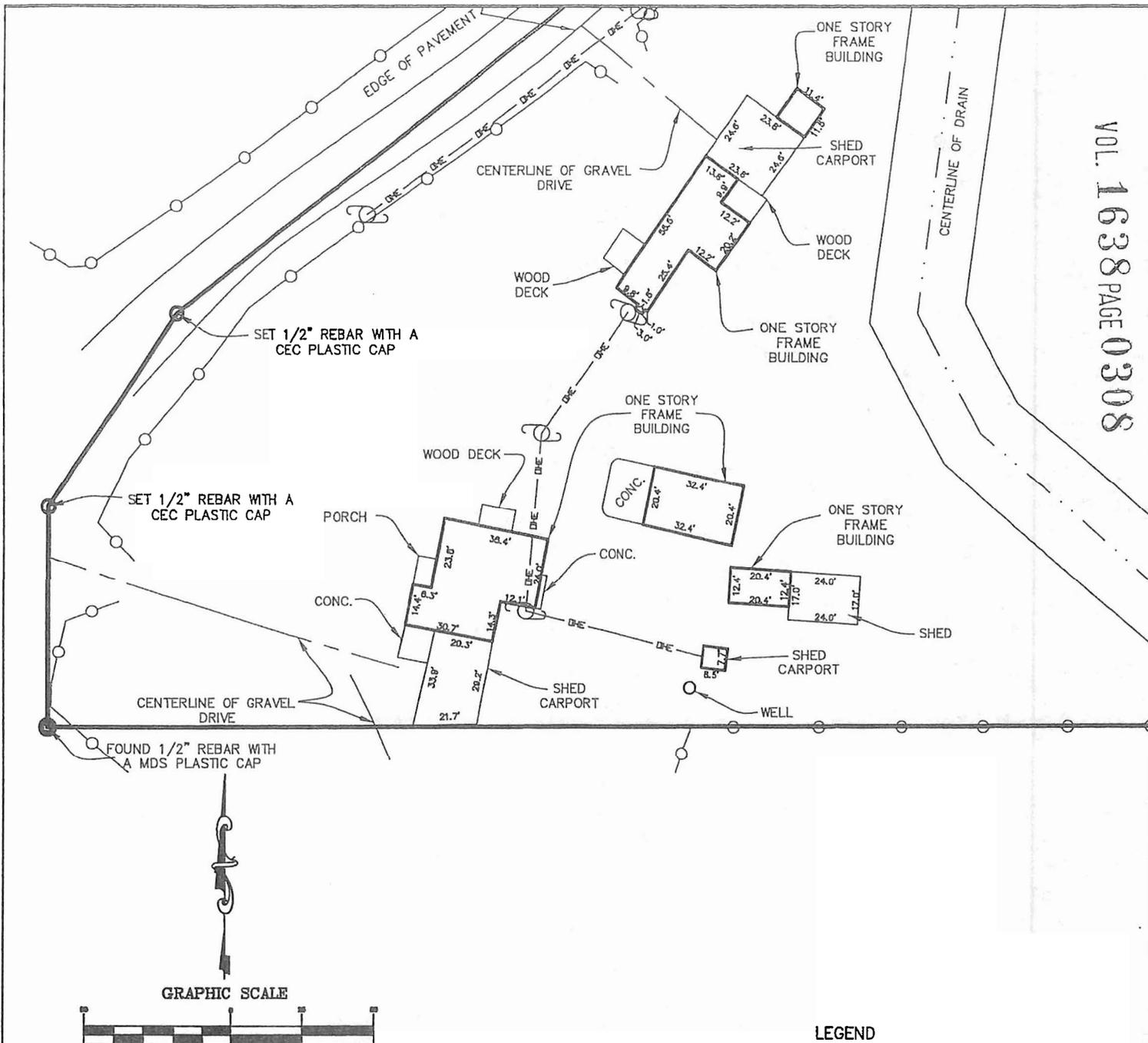
CIVIL ENGINEERING CONSULTANTS
11550 IH 10 WEST, SUITE 395
SAN ANTONIO, TEXAS (210) 641-9999

*Handwritten signature: Antonio V. Vanner
R.P.C.S. 3/27/07*

EXHIBIT B

JOB NO. S0285201

PARCEL 1		
DIST. NAME SAN ANTONIO	PLAT OF A SURVEY OF PROPERTY TEXAS DEPARTMENT OF TRANSPORTATION	COUNTY KERR
R.C.S.J. 0000-00-000	KERRVILLE AIRPORT	DATE OF SURVEY MARCH 27, 2007
TAKING: 3.954 ACRES (172,274 SQ. FT.)		
REMAINDER: 0.000 ACRES		PAGE: 1 OF 2



NOTES:

1. BEARINGS ARE BASED ON NAD 83 TEXAS STATE PLANE COORDINATE SYSTEM (SOUTH CENTRAL ZONE 4204).
2. A LEGAL DESCRIPTION OF EVEN SURVEY DATE HEREMITH ACCOMPANIES THIS PLAT.
3. THE SQUARE FOOTAGE RECITED HEREIN IS BASED ON MATHEMATICAL CALCULATIONS AND IS SUBJECT TO THE RULES OF ROUNDING AND SIGNIFICANT NUMBERS.
4. THE ACREAGE OF THE PARENT TRACT WAS TAKEN FROM THE RECORDED INSTRUMENTS IS NOT BASED ON FIELD DIMENSIONS.
5. FIELD SURVEY COMPLETED AND MONUMENTS SET: MARCH 30, 2007.
6. O.P.R.K.C. = OFFICIAL PUBLIC RECORDS OF KERR COUNTY, TEXAS.
D.R. = DEED RECORDS OF KERR COUNTY, TEXAS.

LEGEND

- TELEPHONE PEDESTAL
- POWER POLE
- GUY WIRE
- WIRE FENCE
- OVERHEAD ELECTRIC LINE



CIVIL ENGINEERING CONSULTANTS

11550 IH 10 WEST, SUITE 395
SAN ANTONIO, TEXAS (210) 641-9999

PARCEL 1		
DIST. NAME SAN ANTONIO	PLAT OF A SURVEY OF PROPERTY TEXAS DEPARTMENT OF TRANSPORTATION KERRVILLE AIRPORT	COUNTY KERR
R.C.S.J. 0000-00-000		DATE OF SURVEY MARCH 27, 2007
TAKING: 3.954 ACRES (172,274 SQ. FT.)		
REMAINDER: 0.00 ACRES		PAGE: 2 OF 2

Provisions herein which restrict the sale, rental or use of the described property because of color or race is invalid and unenforceable under Federal Law.
THE STATE OF TEXAS, }
COUNTY OF KERR }
I hereby certify that this instrument was FILED in the File Number Sequence on the date and at the time stamped hereon by me and was duly RECORDED in the Official Public Records of Kerr County, Texas on

OCT 18 2007



Jannett Pieper

COUNTY CLERK, KERR COUNTY, TEXAS

RECORDER'S NOTE
AT TIME OF RECORDATION INSTRUMENT FOUND
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ANNEXATION SERVICE PLAN

SERVICE	DETAILS OF SERVICE PROVIDED	TIMETABLE
Animal Control	The provisions of animal control services shall be in effect following annexation of the property.	Immediately following annexation
Code Enforcement	The provisions of Code Enforcement services, including the application and enforcement of building, electrical, plumbing, and other related code requirements adopted by the City of Kerrville shall be made immediately to the area upon annexation. The preparation of a zoning plan shall serve as a basis for the zoning of land following annexation. The adoption of the zoning plan shall be in accordance with the procedures of the City of Kerrville's Zoning Ordinance.	Immediately following annexation, zoning to be concurrent with annexation
Fire Protection and Suppression	Fire protection and suppression personnel and equipment from the Kerrville Fire Department will be provided to the area as needed.	Immediately following annexation
Fire Prevention	The services of the City of Kerrville Fire Marshall shall be provided to the area.	Immediately following annexation.
Library	Future residents of the area, if any, will continue to be entitled to utilize all City of Kerrville Library facilities.	Immediately following annexation.
Parks and Recreation	City of Kerrville Parks and Recreation services will continue to be available to any area residents.	Immediately following annexation
Police Protection	Police protection personnel and equipment shall be provided to the area immediately upon annexation. Police enforcement and protection services shall be provided through regular patrol activities.	Immediately following annexation

ANNEXATION SERVICE PLAN (CONTINUED)

SERVICE	DETAILS OF SERVICE PROVIDED	TIMETABLE
Public Services - Street Department	Public streets not maintained by the Texas Department of Transportation within the area shall be maintained by the City of Kerrville.	Immediately following annexation
Sanitation (Refuse Collection)	Refuse collection shall be available to any residents of the annexed area at the same costs and procedures as required of City residents and businesses.	Immediately following annexation
Traffic Engineering	Traffic control devices and street markers shall be installed where deemed necessary by the city street department, except as provided by the Texas Department of Transportation.	Immediately following annexation
Utilities (Water Distribution and Wastewater Collection)	Extension of utilities to the property shall be in accordance with the City of Kerrville's Subdivision Ordinance.	As the property develops

PETITION REQUESTING ANNEXATION TO THE CORPORATE LIMITS OF THE CITY OF KERRVILLE, TEXAS, OF TEXAS ACRES OUT OF THE Robinsons Survey, Abstract Number _____, KERR COUNTY TEXAS

TO THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF KERRVILLE, TEXAS:

Kerrville/Kerr County District is the sole owner of an approximately 3.95 acre tract of land located adjacent to the incorporated limits of the City of Kerrville which is out of the Survey No. _____ Abstract No. _____ Kerr County, Texas, and is more particularly described as follows:

SEE EXHIBIT "A".

Kerrville/Kerr County District In accordance with Texas Local Government Code §43.028, hereby respectfully requests and petitions that the above-described property be annexed into the incorporated limits of the City of Kerrville, Texas. SUBMITTED THIS 12 day of November 2009

By: Bruce D. McKenzie
Legally authorized signature

ACKNOWLEDGEMENT

THE STATE OF TEXAS §
 §
COUNTY OF KERR §

This instrument was acknowledged before me on the 12 day of November 2009 by Laurie DeJohn-Erme for and on behalf of Bruce McKenzie



Laurie DeJohn-Erme
NOTARY PUBLIC, STATE OF TEXAS

Printed Name: Laurie DeJohn-Erme

My Commission Expires: 01-08-2013

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Discussion and direction concerning Kerrville's application for a Certificate of Convenience and Necessity for water.

FOR AGENDA OF: 02/09/10

DATE SUBMITTED: 02/04/10

SUBMITTED BY: Charlie Hastings^{3A}
Public Works Director

CLEARANCES: Todd Parton
City Manager

EXHIBITS: CCN opt out map, Official list of CCN opt out tracts

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER:



Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE FINANCE DIRECTOR:

SUMMARY STATEMENT

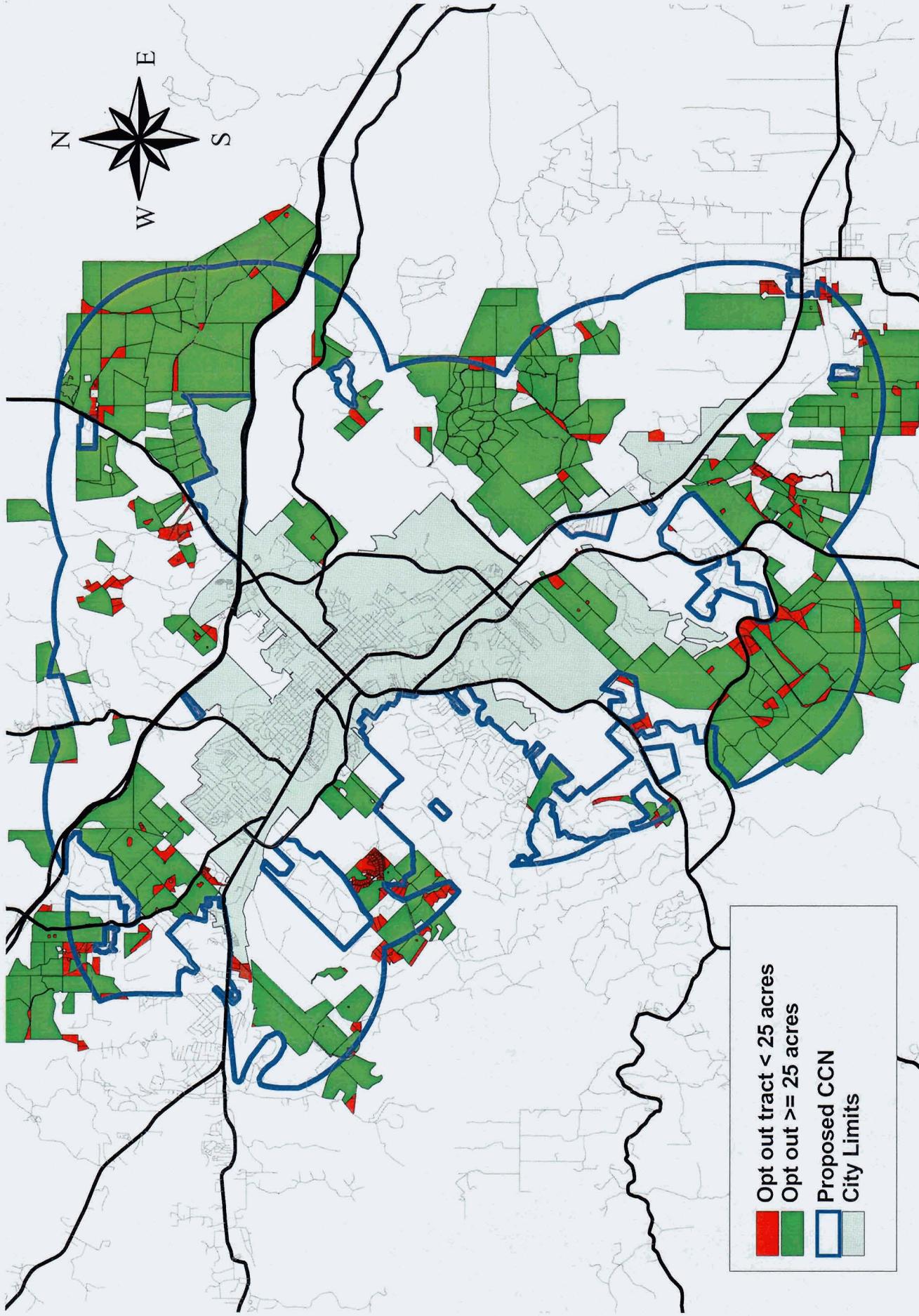
Council authorized submission of a Certificate of Convenience and Necessity (CCN) for water service to the Texas Commission on Environment Quality (TCEQ) for an area that includes a two mile buffer around the city limits excluding existing CCN's. The total area encompassed in the proposed CCN is 59,318 acres. In accordance with TCEQ rules, property owners with tracts that are 25 acres or more have the option to opt out of the proposed CCN by simply making a formal request with TCEQ and Kerrville. A summary of the official CCN opt outs received during the opt out period is below:

- 288 tracts of 25 acres or more (automatic opt out) have requested to opt out representing 24,288 acres.
- 393 tracts of less than 25 acres (non-automatic opt out) have requested to opt out representing 2,230 acres.
- Many of the tracts that are less than 25 acres have indicated they will pursue a contested hearing if their request to opt out is not granted.
- Many of the tracts that are less than 25 acres are in the middle of larger tracts that have requested an automatic opt out (i.e. the small tract was separated from the larger tract in order to receive an agricultural exemption on the larger tract). If not allowed to opt out, these smaller tracts would look like islands on a CCN map.

A list of property owners that have requested to opt out is attached as well as a color coded map indicating the proposed CCN and opt out requests for tracts larger and smaller than 25 acres. The deadline to submit a revised CCN map to TCEQ that reflects official opt out property is March 5, 2010. The city has mailed courtesy letters (not a TCEQ requirement) to owners of tracts of 25 acres or more indicating their property has been automatically removed from the proposed CCN. The city has also mailed courtesy letters (not a TCEQ requirement) to owners of tracts that are less than 25 acres indicating that Kerrville city council will consider their request at the February 9, 2010 council meeting.

RECOMMENDED ACTION

The Public Works Director recommends that council authorize staff to revise the CCN map to reflect all official opt out requests (both automatic and non-automatic) received during the opt out period and resubmit the map to TCEQ before the March 5, 2010 deadline.



- Opt out tract < 25 acres
- Opt out \geq 25 acres
- Proposed CCN
- City Limits

8 Miles

4

0

4

CCN Opt Out Map

Official List of Opt-Out Tracts

PROPID	FILE_AS_NA	LEGAL_DESC	LEGAL_ACRE	ACRES	250VERGIS
520470	AHRENS, JERRY & JANICE W	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 12 (REPLAT) ACRES 50.33	50.33	50.5	YES
66757	AHRENS, STEVEN D	TWIN SPRINGS RANCHES LOT 4 ACRES 25.51	25.51	25.7	YES
66767	ALLEN, JOE E & PATRICIA L	TWIN SPRINGS RANCHES LOT 14 ACRES 25.0	25	25.0	YES
66768	ALLEN, JOSEPH E & PATRICIA L	TWIN SPRINGS RANCHES LOT 15 ACRES 28.75	28.75	28.7	YES
61541	PURL, H GORDON JR & PATRICIA L	CREEKWOOD LC LOT 2-B ACRES 36.25	36.25	36.2	YES
18626	CONFIDENTIAL	ABS A0895 JOSEY, SUR 1377 ACRES 30.5	30.5	28.6	YES
503456	BASS, JAMES R & KAY A	ABS A1111 PARSONS, SUR 4 BLOCK (LOS PREMIADOS RCH)(PT 380.49 OUT 2378	36.03	25.6	YES
503457	BASS, JAMES R & KAY A	ABS A1633 PETERSON, SUR 2 BLOCK (LOS PREMIADOS RCH)(PT 380.49 OUT 127	217.57	230.2	YES
15366	SYFAN, SARAH GAIL	ABS A0232 LESTER, SUR 400 ACRES 51.44	51.44	45.8	YES
15369	REAL, CASPAR STEIELER (LIFE ESTATE)	ABS A0232 LESTER, SUR 400 ACRES 2.0	2	0.7	NO
46458	SYFAN, THOMAS C TTEE	ABS A0232 LESTER, SUR 400 BLOCK (PT 27.79 ACS) ACRES 7.59	7.59	4.5	NO
48514	SYFAN, THOMAS C TTEE	ABS A1273 PETERSON, SUR 1915 BLOCK (PT 58.58 ACS) ACRES 13.5	13.5	12.9	NO
48515	SYFAN, SARAH GAIL	ABS A0120 CARSON, SUR 629 ACRES 2.84	2.84	8.2	NO
71117	SYFAN, THOMAS C TTEE	ABS A0120 CARSON, SUR 629 BLOCK (PT 58.58 ACS) ACRES 7.82	7.82	2.7	NO
71118	SYFAN, THOMAS C TTEE	ABS A0508 CSDRNG, SUR 1133 BLOCK (PT 58.58 ACS) ACRES 35.95	35.95	40.3	YES
71119	SYFAN, THOMAS C TTEE	ABS A0232 LESTER, SUR 400 BLOCK (PT 58.58 ACS) ACRES 1.11	1.11	2.8	NO
503234	SYFAN, THOMAS C TTEE	ABS A1185 LOWRANCE, SUR 1903 BLOCK (PT 58.58 ACS) ACRES 2	0.2	1.7	NO
520207	BENNETT, JOEL & JOANNA	ABS A0078 BS&F, SUR 3 BLOCK (PT 33.66 TR THREE A) ACRES 31.86	31.86	32.0	YES
520209	BENNETT, JOEL & JOANNA	ABS A0078 BS&F, SUR 3 BLOCK (PT 33.66 AC TR THREE B) ACRES 30.35	30.35	30.0	YES
520221	BENNETT, JOEL & JOANNA	ABS A1591 KARGER, SUR 1672 TRACT PT 3A BLOCK (PT 33.66 ACS) ACRES 1.8	1.8	1.8	NO
520223	BENNETT, JOEL & JOANNA	ABS A1591 KARGER, SUR 1672 TRACT PT 3B BLOCK (PT 33.66 ACS) ACRES 3.3	3.3	3.8	NO
13616	STOPEL, RONALD K ETAL	ABS A0111 CROOK, SUR 61 ACRES 76.94	76.94	66.7	YES
13617	STOPEL, RONALD K ETAL	ABS A0111 CROOK, SUR 61 ACRES 2.0	2	2.2	NO
16392	STOPEL, RONALD K ETAL	ABS A0306 SAWYER, SUR 109 ACRES 3.0100	3.01	11.7	NO
16379	BIERSCHWALE, CHARLES H	ABS A0306 SAWYER, SUR 109 ACRES 2.0	2	1.7	NO
16380	BIERSCHWALE, CHARLES H	ABS A0306 SAWYER, SUR 109 ACRES 38.23	38.23	40.1	YES
66769	BLUDWORTH, RICHARD & SHEILA	TWIN SPRINGS RANCHES LOT 16 ACRES 38.05	38.05	38.0	YES
13583	BOCKHOFF, WILLIAM F II ETAL	ABS A0111 CROOK, SUR 61 ACRES 10.0	10	16.2	NO
13584	BOCKHOFF, WILLIAM F II ETAL	ABS A0111 CROOK, SUR 61 ACRES 40.2	40.2	25.6	YES
13632	BOCKHOFF, WILLIAM F II ETAL	ABS A0112 CROOK, SUR 62 ACRES 7	0.7	2.2	NO
13633	BOCKHOFF, WILLIAM F II ETAL	ABS A0112 CROOK, SUR 62 ACRES 313.1	313.1	316.0	YES
13641	BOCKHOFF, WILLIAM F II ETAL	ABS A0112 CROOK, SUR 62 ACRES 2.0	2	2.2	NO
13697	BOCKHOFF, WILLIAM F II ETAL	ABS A0116 CROOK, SUR 63 ACRES 9	0.9	0.1	NO
13286	BOSTER, JEANETTE R ETAL	ABS A0093 CRONKITE, SUR 396 TRACT (PT 216.44 ACS) ACRES 53.8	53.8	52.2	YES
14956	BOSTER, JEANETTE R ETAL	ABS A0212 JACKSON, SUR 394 TRACT (PT 216.44 ACS) ACRES 85.48	85.48	87.4	YES
17006	BOSTER, JEANETTE R ETAL	ABS A0344 VEICH, SUR 397 TRACT (PT 216.44 ACS) ACRES 77.13	77.13	70.1	YES
64690	BOSTER, JEANETTE R ETAL	ABS A0101 CLARK, SUR 395 TRACT (PT 216.44 ACS) ACRES 0.03	0.03	7.0	NO
17657	BROWN, RICHARD T	ABS A0381 AB&M, SUR 1 BLOCK (PT 250.0 ACS) ACRES 101.0	101	79.4	YES
17660	BROWN, RICHARD T	ABS A0381 AB&M, SUR 1 ACRES 44.84	44.84	53.9	YES
18496	BROWN, RICHARD T	ABS A0634 TWING RY, SUR 1334 ACRES 62.89	62.89	53.4	YES
19568	BROWN, RICHARD T	ABS A0860 REAL, SUR 4 BLOCK (PT 250.0 ACS) ACRES 50.0	50	45.4	YES
19585	BROWN, RICHARD T	ABS A0862 REAL, SUR 2 ACRES 231.9	231.9	214.6	YES
19586	BROWN, RICHARD T	ABS A0862 REAL, SUR 2 ACRES 29.45	29.45	27.3	YES
19887	BROWN, RICHARD T	ABS A0942 REAL, SUR 1567 BLOCK (PT 250.0 ACS) ACRES 6.0000	6	9.2	NO
20071	BROWN, RICHARD T	ABS A0996 COPELAND, SUR 1822 ACRES 4.39	4.39	7.6	NO
22433	BROWN, RICHARD T	ABS A1891 BURNLEY, SUR 2551 BLOCK (PT 250.0 ACS) ACRES 93.0	93	116.7	YES
42962	BROWN, RICHARD T	ABS A0860 REAL, SUR 4 ACRES 98.62	98.62	110.4	YES
15798	BULLARD, W E JR	ABS A0262 NICHOLS, SUR 126 ACRES 3.0	3	2.1	NO
15799	BULLARD, W E JR	ABS A0262 NICHOLS, SUR 126 ACRES 27.0	27	26.0	YES
24307	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES LOT PARK SITE		0.1	NO
24308	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES LOT PARK SITE		0.1	NO
24318	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 1-R		0.1	NO
24319	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 2-R		0.1	NO
24321	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 4-R		0.1	NO
24322	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 5-R		0.1	NO
24323	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 6-R		0.1	NO
24325	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 9-R		0.1	NO
24326	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 10-R		0.1	NO
24327	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 10-R & 11-R		0.1	NO
24327	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 10-R & 11-R		0.1	NO
24328	BULLARD, WILLIAM E & BIRDIE R	CARDINAL ACRES BLK 1 LOT 12-R & 13-R		0.1	NO
24328	BULLARD, WILLIAM E & BIRDIE R	CARDINAL ACRES BLK 1 LOT 12-R & 13-R		0.1	NO
24329	BULLARD, WILLIAM E & BIRDIE R	CARDINAL ACRES BLK 1 LOT 14-R		0.1	NO
24330	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 15-R		0.1	NO
24334	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES LOT 19-R		0.1	NO
24335	BULLARD, W E JR & BIRDIE R	CARDINAL ACRES BLK 1 LOT 20-R		0.1	NO
66169	BULLARD, W E JR & BIRDIE R	ABS A0262 NICHOLS, SUR 126 ACRES 1.6	1.6	1.9	NO
13629	WINN INTERESTS, LTD	ABS A0111 CROOK, SUR 61 ACRES 63.7400	63.74	64.1	YES

13639	WINN INTERESTS, LTD	ABS A0112 CROOK, SUR 62 BLOCK (PT 484.80 ACS),ACRES 29.96	29.96	31.9	CALLEY, MICHAEL W.	YES
13694	WINN INTERESTS, LTD	ABS A0116 CROOK, SUR 63 BLOCK (PT 484.80 ACS),ACRES 38.2400	38.24	49.5	CALLEY, MICHAEL W.	YES
45531	WINN INTERESTS, LTD	ABS A2054 WRIGHT, SUR 2575 ACRES 2.0	2	2.4	CALLEY, MICHAEL W.	NO
63408	WINN INTERESTS, LTD	ABS A2054 WRIGHT, SUR 2575 ACRES 3.3000	3.3	3.0	CALLEY, MICHAEL W.	NO
71404	WINN INTERESTS, LTD	ABS A0880 BURNLEY, SUR 1764 BLOCK (PT 484.80 ACS),ACRES 32.0	32	36.0	CALLEY, MICHAEL W.	YES
71405	WINN INTERESTS, LTD	ABS A1891 BURNLEY, SUR 2551 BLOCK (PT 484.80 ACS),ACRES 146.5	146.5	179.9	CALLEY, MICHAEL W.	YES
71406	WINN INTERESTS, LTD	ABS A0942 REAL, SUR 1567 BLOCK (PT 484.80 ACS),ACRES 41.6	41.6	46.2	CALLEY, MICHAEL W.	YES
71407	WINN INTERESTS, LTD	ABS A0860 REAL, SUR 4 BLOCK (PT 484.80 ACS),ACRES 89.5	89.5	49.0	CALLEY, MICHAEL W.	YES
71408	WINN INTERESTS, LTD	ABS A0044 BRAZEL, SUR 392 BLOCK (PT 484.80 ACS),ACRES 1.2	1.2	3.6	CALLEY, MICHAEL W.	NO
71409	WINN INTERESTS, LTD	ABS A0066 BS&F, SUR 3 BLOCK (PT 484.80 ACS),ACRES 37.8	37.8	38.4	CALLEY, MICHAEL W.	YES
71410	WINN INTERESTS, LTD	ABS A2085 SCRAP FILE 15629 BLOCK (PT 484.8 ACS),ACRES 68.0	68	66.4	CALLEY, MICHAEL W.	YES
66765	CALOBREVES, W H & DEBRA K	TWIN SPRINGS RANCHES LOT 12 ACRES 28.5	28.5	28.5	CALOBREVES, W H & DEBRA K	YES
60379	CAREY, ROBERT W JR &	GROTTO SPRINGS RCH I LOT 3 (REPLAT) ACRES 28.4	28.4	28.4	CAREY, ROBERT W JR &	YES
12585	CHAMBERLAIN 5C'S RANCH, LLC	ABS A0010 AB&M, SUR 1 ACRES 90.0	90	78.0	CHAMBERLAIN 5C'S RANCH, LLC	YES
13215	CHAMBERLAIN 5C'S RANCH, LLC	ABS A0080 BF&M, SUR 3 ACRES 212.0	212	190.4	CHAMBERLAIN 5C'S RANCH, LLC	YES
18778	CHAMBERLAIN 5C'S RANCH, LLC	ABS A0688 HE&WT RY, SUR 1423 ACRES 282.9	282.9	313.3	CHAMBERLAIN 5C'S RANCH, LLC	YES
30944	CHAMBERLAIN 5C'S RANCH, LLC	LAZY VALLEY COUNTRY LOT 28 ACRES 42.96	42.96	42.9	CHAMBERLAIN 5C'S RANCH, LLC	YES
30945	CHAMBERLAIN 5C'S RANCH, LLC	LAZY VALLEY COUNTRY LOT 29 ACRES 24.83	24.83	25.7	CHAMBERLAIN 5C'S RANCH, LLC	YES
30946	CHAMBERLAIN 5C'S RANCH, LLC	LAZY VALLEY COUNTRY LOT 30 ACRES 24.56	24.56	23.9	CHAMBERLAIN 5C'S RANCH, LLC	NO
13287	CHILDS RANCH MANAGEMENT TRUST	ABS A0093 CRONKITE, SUR 396 BLOCK (SHONTO RANCH)(PT 214.23 ACS),ACRES 5	5	11.5	CHILDS FAMILY LIMITED	NO
13288	CHILDS FAMILY LIMITED	ABS A0093 CRONKITE, SUR 396 BLOCK (SHONTO RANCH),ACRES 106.27	106.27	121.2	CHILDS FAMILY LIMITED	YES
14537	CHILDS FAMILY LIMITED	ABS A0160 GIBSON, SUR 1 BLOCK (SHONTO RANCH),ACRES 365.2	365.2	366.5	CHILDS FAMILY LIMITED	YES
14749	CHILDS FAMILY LIMITED	ABS A0184 HINCH, SUR 393 BLOCK (SHONTO RANCH),ACRES 17.5	17.5	14.7	CHILDS FAMILY LIMITED	NO
14752	CHILDS FAMILY LIMITED	ABS A0184 HINCH, SUR 393 BLOCK (SHONTO RANCH),ACRES 39.62	39.62	40.6	CHILDS FAMILY LIMITED	YES
14957	CHILDS RANCH MANAGEMENT TRUST	ABS A0212 JACKSON, SUR 394 BLOCK (SHONTO RANCH)(PT 214.23 ACS),ACRES 38	38	43.5	CHILDS FAMILY LIMITED	YES
15992	CHILDS FAMILY LIMITED	ABS A0271 PURCELL, SUR 404 BLOCK (SHONTO RANCH),ACRES 299.5	299.5	283.0	CHILDS FAMILY LIMITED	YES
17004	CHILDS FAMILY LIMITED	ABS A0344 VEICH, SUR 397 BLOCK (SHONTO RANCH),ACRES 30.3	30.3	34.0	CHILDS FAMILY LIMITED	YES
60072	CHILDS, WILLIAM C & ANTOINETTE M	ABS A0184 HINCH, SUR 393 BLOCK (SHONTO RANCH)(PT 214.23 ACS),ACRES 59	59.76	55.9	CHILDS FAMILY LIMITED	YES
60073	CHILDS, WILLIAM C & ANTOINETTE M	ABS A0093 CRONKITE, SUR 396 TRACT 002006, BLOCK (SHONTO RANCH)(PT 214.23 ACS),ACRES 11.27	11.27	54.5	CHILDS FAMILY LIMITED	YES
61484	CHILDS, WILLIAM C & ANTOINETTE M	SHONTO RANCH ESTS LOT 1 ACRES 11.27	11.27	11.2	CHILDS FAMILY LIMITED	NO
61485	CHILDS, WILLIAM C & ANTOINETTE M	SHONTO RANCH ESTS LOT 2 ACRES 10.0	10	10.0	CHILDS FAMILY LIMITED	NO
61486	CHILDS, WILLIAM C & ANTOINETTE M	SHONTO RANCH ESTS LOT 3 ACRES 10.0	10	10.0	CHILDS FAMILY LIMITED	NO
61487	CHILDS, WILLIAM C & ANTOINETTE M	SHONTO RANCH ESTS BLK SHONTO RCH RD ACRES 3.44	3.44	3.7	CHILDS FAMILY LIMITED	NO
61488	CHILDS, WILLIAM C & ANTOINETTE M	SHONTO RANCH ESTS BLK PARK ACRES 12.43	12.43	12.4	CHILDS FAMILY LIMITED	NO
520264	CLACK, STEVEN L &	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 1-A ACRES 38.0	38	37.2	CLACK, STEVEN L &	YES
14119	CLARK, CHRISTOPHER MICHAEL	ABS A0138 FOGGATE, SUR 120 ACRES 8.54	8.54	3.8	CLARK, CHRISTOPHER MICHAEL	NO
28407	CLARK, CHRISTOPHER MICHAEL	JACK HALL LOT 34 ACRES 39.3	39.3	41.4	CLARK, CHRISTOPHER MICHAEL	YES
47965	CLARK, CHRISTOPHER MICHAEL	ABS A1113 PARSONS, SUR 1330 ACRES 6.7	6.7	6.8	CLARK, CHRISTOPHER MICHAEL	NO
63321	CLARK, CHRISTOPHER MICHAEL &	ABS A0138 FOGGATE, SUR 120 ACRES 45.76	45.76	52.5	CLARK, CHRISTOPHER MICHAEL	YES
14096	CLARK, HARRY JAY	ABS A0138 FOGGATE, SUR 120 ACRES 2.5	2.5	2.5	CLARK, HARRY JAY	NO
47966	CLARK, HARRY JAY	ABS A0138 FOGGATE, SUR 120 TRACT (PROP TOUCHES IH10 NORTH),ACRES 2.0	2	0.3	CLARK, HARRY JAY	NO
63322	CLARK, HARRY JAY	ABS A1113 PARSONS, SUR 1330 ACRES 14.2	14.2	13.7	CLARK, HARRY JAY	NO
66758	CLAY, WILLIAM S II & JULIE T	ABS A0138 FOGGATE, SUR 120 ACRES 40.2	40.2	42.2	CLARK, HARRY JAY	YES
520433	COATES, SUE S ESTATE	TWIN SPRINGS RANCH, LOT 5, ACRES 25.00	25	25.1	CLAY, WILLIAM S II & JULIE T	YES
15425	COLVIN, RICHARD B & NANCY W	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 10 (REPLAT) ACRES 40.0	40	40.6	COATES, SUE S ESTATE	YES
16047	COLVIN, RICHARD B & NANCY W	ABS A0243 MATCHETT, SUR 43 TRACT (PT 101.74 ACS),ACRES 93.16	93.16	90.1	COLVIN, RICHARD B & NANCY W	YES
16070	COLVIN, RICHARD B & NANCY W	ABS A0280 RODRIGUEZ, SUR 72 TRACT (PT 141.38 ACS),ACRES 101.19	101.19	10.2	COLVIN, RICHARD B & NANCY W	NO
60262	COLVIN, RICHARD B & NANCY W	ABS A0282 ROBINSON, SUR 44 TRACT (PT 186.99 ACS),ACRES 92.44	92.44	91.9	COLVIN, RICHARD B & NANCY W	YES
60263	COLVIN, RICHARD B & NANCY W	ABS A0243 MATCHETT, SUR 43 TRACT (PT 186.99 ACS),ACRES 13	0.13	0.2	COLVIN, RICHARD B & NANCY W	NO
60264	COLVIN, RICHARD B & NANCY W	ABS A0280 RODRIGUEZ, SUR 72 TRACT (PT 186.99 ACS),ACRES 31.34	31.34	31.9	COLVIN, RICHARD B & NANCY W	YES
60265	COLVIN, RICHARD B & NANCY W	ABS A0280 RODRIGUEZ, SUR 72 TRACT 000320 (FLOOD AREA),ACRES 7.57	7.57	7.4	COLVIN, RICHARD B & NANCY W	NO
60266	COLVIN, RICHARD B & NANCY W	ABS A0282 ROBINSON, SUR 44 TRACT (PT 141.38 ACS),ACRES 04	0.04	0.3	COLVIN, RICHARD B & NANCY W	NO
502440	COOPER, SUSAN HARRIS	ABS A0282 ROBINSON, SUR 44 TRACT (PT 101.74 ACS),ACRES 8.58	8.58	12.5	COLVIN, RICHARD B & NANCY W	NO
61461	D&P RANCHO PIEDRA COLINA, LTD	ABS A0777 HE&WT RY, SUR 1473 ACRES 8.49	8.49	7.8	COOPER, SUSAN HARRIS	NO
61462	D&P RANCHO PIEDRA COLINA, LTD	CREEKWOOD IV (KISD) LOT 5-A (REPLAT) ACRES 28.11	28.11	27.9	D&P RANCHO PIEDRA COLINA, LTD	YES
61464	D&P RANCHO PIEDRA COLINA, LTD	CREEKWOOD IV (KISD) LOT 7 PT (PT 108.57 ACS) ACRES 6.27	6.27	2.8	D&P RANCHO PIEDRA COLINA, LTD	NO
61465	D&P RANCHO PIEDRA COLINA, LTD	CREEKWOOD IV (KISD) LOT 7 PT (PT 108.57 ACS) ACRES 102.3	102.3	105.7	D&P RANCHO PIEDRA COLINA, LTD	YES
61466	D&P RANCHO PIEDRA COLINA, LTD	CREEKWOOD IV (KISD) LOT 8 PT (PT 41.8 ACS) ACRES 14.0	14	11.4	D&P RANCHO PIEDRA COLINA, LTD	NO
13853	BUCKMASTER, RALEIGH D &	CREEKWOOD IV (KISD) LOT 8 PT (PT 41.8 ACS) ACRES 27.8	27.8	30.5	D&P RANCHO PIEDRA COLINA, LTD	YES
15581	BUCKMASTER, RALEIGH D &	ABS A0132 T EARHARDT, SUR 137 BLOCK (PT 94.19 ACS),ACRES 43.9	43.9	0.0	DAVIS FAMILY TRUST	YES
520301	DEANE, LENELL FRANCES	ABS A0264 OVERLAND, SUR 136 BLOCK (PT 94.19 ACS),ACRES 50.29	50.29	0.0	DAVIS FAMILY TRUST	YES
520302	DEANE, LENELL FRANCES	CREEKWOOD II, IIB, IIC-BLK (OUT 148.77 AC TR) LOT 7 PT (OUT 148.77	18.76	17.6	DEANE, LENELL FRANCES	NO
520417	DIETZ, JOHN & CARLA	CREEKWOOD II, IIB, IIC-BLK (OUT 148.77 AC TR) LOT 7 PT (OUT 148.77	130.01	131.3	DEANE, LENELL FRANCES	YES
13205	DUNKS, JOHN ROBERT	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 9 ACRES 28.19	28.19	28.7	DIETZ, JOHN & CARLA	YES
21060	DUNKS, JOHN ROBERT	ABS A0078 BS&F, SUR 3 BLOCK (PT 100.25 AC TR FOUR),ACRES 87.75	87.75	88.6	DUNKS, JOHN ROBERT	YES
21645	DUNKS, JOHN ROBERT	ABS A1391 BS&F, SUR 4 TRACT PT 4,BLOCK (PT 100.25 ACS),ACRES 6.3	6.3	6.7	DUNKS, JOHN ROBERT	NO
64269	DUNKS, JOHN ROBERT	ABS A1591 KARGER, SUR 1672 TRACT PT 4,BLOCK (PT 100.25 ACS),ACRES 2.2	2.2	2.7	DUNKS, JOHN ROBERT	NO
		ABS A0078 BS&F, SUR 3 TRACT PT 4,BLOCK (PT 100.25 ACS),ACRES 4.0	4	4.2	DUNKS, JOHN ROBERT	NO

66469	EYKEL, M J VANDEN	TWIN SPRINGS II LOT 19-R ACRES 37.33	37.33	36.8	YES
30926	FALTN, FRANCIS	LAZY VALLEY COUNTRY LOT 12 ACRES 36.24	36.24	35.9	YES
30928	FALTN, FRANCIS	LAZY VALLEY COUNTRY LOT 14 ACRES 47.02	47.02	47.0	YES
30929	FALTN, FRANCIS	LAZY VALLEY COUNTRY LOT 15 ACRES 26.65	26.65	26.2	YES
30937	FALTN, FRANCIS	LAZY VALLEY COUNTRY LOT 21 ACRES 18.06	18.06	17.8	NO
30938	FALTN, FRANCIS	LAZY VALLEY COUNTRY LOT 22 ACRES 33.55	33.55	34.3	YES
66756	FITCH, STEPHEN C	TWIN SPRINGS RANCHES LOT 13 ACRES 28.0	28	28.0	YES
66470	FOLEY, STEPHEN T & DEBRA A	TWIN SPRINGS II LOT 20-R ACRES 29.89	29.89	30.2	YES
61457	FOSTER, WOODROW W & JOANN R	CREEKWOOD IV (KISD) LOT 2 ACRES 62.16	62.16	62.2	YES
71850	FRAZIER, ROBERT & JENNIFER F	TWIN SPRINGS II LOT 25-B (REPLAT) ACRES 38.02	38.02	38.1	YES
66474	STERLING TRUST COMPANY, CUSTODIAN	TWIN SPRINGS II LOT 25-A (REPLAT) ACRES 35.69	35.69	35.3	YES
520218	FRIDDLE, PAUL R & SYLVIA A	CREEKWOOD II, II-B; I-I-C LOT 3 ACRES 50.0	50	50.1	YES
520278	FRIDDLE, PAUL R & SYLVIA A	CREEKWOOD II, II-B; I-I-C LOT 6 PT.6 (OUT 50 ACS) ACRES 13.58	13.58	12.3	NO
520279	FRIDDLE, PAUL R & SYLVIA A	CREEKWOOD II, II-B; I-I-C LOT 6 PT.6 (OUT 50 ACS) ACRES 36.42	36.42	37.6	YES
13575	FRITZ FAMILY ENTERPRISES LTD	ABS A0110 CROOK, SUR 60,TRACT (PT 308.56 AC TR),ACRES 30.9	30.9	5.7	NO
13575	FRITZ FAMILY ENTERPRISES LTD	ABS A0110 CROOK, SUR 60,TRACT (PT 308.56 AC TR),ACRES 30.9	30.9	5.7	NO
13682	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,ACRES 89.79	89.79	36.7	YES
13683	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,ACRES 89.79	89.79	89.2	YES
13684	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,ACRES 42.96	42.96	42.0	YES
13685	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,TRACT (PT 308.56 AC TR),ACRES 2.0	2	4.4	NO
13685	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,TRACT (PT 308.56 AC TR),ACRES 237.86	237.86	235.0	YES
14470	FRITZ FAMILY ENTERPRISES LTD	ABS A0156 GUINN, SUR 40,ACRES 15.928	15.928	16.3	NO
14472	FRITZ FAMILY ENTERPRISES LTD	ABS A0156 GUINN, SUR 40,ACRES 9.005	9.005	9.4	NO
14486	FRITZ, DAVID W & STACY M	ABS A0156 GUINN, SUR 40,ACRES 9.593	9.593	5.8	NO
14963	FRITZ FAMILY ENTERPRISES LTD	ABS A0213 JOHNSON, SUR 58,TRACT A, PT,BLOCK (PT 403.36 AC TR),ACRES 21	213.16	199.8	YES
14968	FRITZ FAMILY ENTERPRISES LTD	ABS A0213 JOHNSON, SUR 58,ACRES 3.01	3.01	3.1	NO
14971	FRITZ FAMILY ENTERPRISES LTD	ABS A0213 JOHNSON, SUR 58,ACRES 86.8800	86.88	85.4	YES
14972	FRITZ FAMILY ENTERPRISES LTD	ABS A0213 JOHNSON, SUR 58,BLOCK (PT 308.56 AC TR),ACRES 37.8	37.8	34.2	YES
15835	FRITZ FAMILY ENTERPRISES LTD	ABS A0262 NICHOLS, SUR 126 ACRES 97	97	0.9	NO
15839	FRITZ FAMILY ENTERPRISES LTD	ABS A0262 NICHOLS, SUR 126 ACRES 6.83	6.83	7.4	NO
16080	FRITZ FAMILY ENTERPRISES LTD	ABS A0283 ROBINSON, SUR 45,ACRES 1.01	1.01	1.1	NO
16082	FRITZ FAMILY ENTERPRISES LTD	ABS A0283 ROBINSON, SUR 45,TRACT A,PT,BLOCK (PT 403.36 ACS),ACRES 190	190.2	205.0	YES
16099	FRITZ FAMILY ENTERPRISES LTD	ABS A0283 ROBINSON, SUR 45,ACRES 20.04	20.04	19.9	NO
39737	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,BLOCK (A110 6.05 ACS),ACRES 42.6	42.6	34.8	YES
64195	FRITZ FAMILY ENTERPRISES LTD	VERDE HILLS LOT 11 ACRES 2.79	2.79	2.8	NO
64195	FRITZ FAMILY ENTERPRISES LTD	ABS A0213 JOHNSON, SUR 58,TRACT (BELOW 89.01 ACS TR),ACRES 7.38	7.38	7.0	NO
66155	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,TRACT (95.31 ACS OUT 131 ACS),BLOCK (PT 110 3	95.31	38.4	YES
66155	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,TRACT (95.31 ACS OUT 131 ACS),BLOCK (PT 110 3	95.31	57.9	YES
66302	FRITZ, DAVID W & STACY M	ABS A0156 GUINN, SUR 40,ACRES 1.94	1.94	2.0	NO
66717	FRITZ FAMILY ENTERPRISES LTD	ABS A0110 CROOK, SUR 60,TRACT PT 1 & 2,ACRES 20.96	20.96	12.4	NO
66718	FRITZ FAMILY ENTERPRISES LTD	ABS A0110 CROOK, SUR 60,TRACT PT 1 & 2,ACRES 20.96	20.96	20.3	NO
69100	FRITZ FAMILY ENTERPRISES LTD	ABS A0115 CROOK, SUR 59,BLOCK (PT 10.17 ACS),ACRES 8.04	8.04	88.4	YES
530119	FRITZ, WILLIAM J JR & ANNIE M	ABS A0213 JOHNSON, SUR 58,BLOCK (PT 10.17 ACS),ACRES 2.13	2.13	7.8	NO
530119	FRITZ, WILLIAM J JR & ANNIE M	TWIN SPRINGS RANCHES LOT 8 ACRES 25.0	25.0	2.4	NO
66761	FULMER, WILLIAM B III &	ABS A1647 SANDIFER, SUR 2525,BLOCK (SILVER B RANCH),ACRES 141.4	141.4	25.0	YES
21809	GARCIA, ABEL & MARY T	ABS A0254 MESSER, SUR 41,ACRES 27.35	27.35	2.1	YES
15747	GEE, EDWARD A TTEE	ABS A0254 MESSER, SUR 41,ACRES 27.35	27.35	25.6	NO
15747	GEE, EDWARD A TTEE	ABS A0110 CROOK, SUR 60,ACRES 2.96	2.96	0.7	YES
13581	GOLDSMITH, BOBBY	ABS A0110 CROOK, SUR 60,ACRES 2.96	2.96	0.7	NO
13581	GOLDSMITH, BOBBY	ABS A0111 CROOK, SUR 61,ACRES 7.8	7.8	0.2	NO
13624	GOLDSMITH, BOBBY	ABS A0306 SAWYER, SUR 109,ACRES 9.04	9.04	2.4	NO
16399	GOLDSMITH, BOBBY	TWIN SPRINGS II LOT 18-R ACRES 31.6	31.6	9.4	NO
66380	GOODNIGHT, DAVID B & LAURIE J	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 1-B ACRES 37.0	37	37.1	YES
60212	GRAEFEN, WAYNE RAYMOND	ABS A0741 GARCIA, SUR 1509,ACRES 10.5	10.5	12.4	NO
19038	GRAHAM, PHILLIP	ABS A0777 HE&MT RY, SUR 1473,ACRES 1.0	1	0.5	NO
19207	GRAHAM, PHILLIP	ABS A0777 HE&MT RY, SUR 1473,ACRES 55.5	55.5	55.1	YES
19208	GRAHAM, PHILLIP	CREEKWOOD II, II-B; I-I-C BLK (CRRWD II-B) LOT 1 (REPLAT II-B 1&4) ACR	100	50.0	YES
520182	GREGORY, DAVID K & THERESA C	CREEKWOOD II, II-B; I-I-C BLK (CRRWD II-B) LOT 1 (REPLAT II-B 1&4) ACR	100	50.0	YES
520182	GREGORY, DAVID K & THERESA C	ABS A0246 MARTINEZ, SUR 125,ACRES 5.21,TITLE # 00647411	5.21	5.0	NO
15486	GRISEBAUM, JOHN DAVID	ABS A0262 NICHOLS, SUR 126 ACRES 7.4	7.4	7.2	NO
15822	GRISEBAUM, JOHN DAVID	ABS A0247 MARTINEZ, SUR 124,TRACT (PT 50.31 ACS),ACRES 5.31	5.31	5.31	NO
15610	HAINLEN, DONALD E (LIFE ESTATE)	ABS A0277 HE&MT RY, SUR 1473,ACRES 6.72	6.72	45	YES
64278	HAINLEN, DONALD E (LIFE ESTATE)	ABS A0277 HE&MT RY, SUR 1473,ACRES 6.72	6.72	48.4	YES
19199	HARRIS FAMILY LIVING TRUST	ABS A0777 HE&MT RY, SUR 1473,ACRES 5.98	5.98	5.7	NO
19215	HARRIS FAMILY LIVING TRUST	ABS A1496 MOORE, SUR 1120,ACRES 102.7	102.7	91.9	NO
21391	HARRIS FAMILY LIVING TRUST	ABS A1844 HE&MT RY, SUR 1474,TRACT (PT 40.61 ACS),ACRES 31.75	31.75	30.8	YES
23336	HARRIS FAMILY LIVING TRUST	ABS A1844 HE&MT RY, SUR 1474,TRACT (PT 40.61 ACS),ACRES 6	6	0.3	NO
60908	HARRIS FAMILY LIVING TRUST	ABS A0111 CROOK, SUR 61,ACRES 2.0	2	1.8	NO
13597	HATHAWAY, WILLIAM M	ABS A0111 CROOK, SUR 61,ACRES 59.8	59.8	64.6	YES
13598	HATHAWAY, WILLIAM M				

13608	HATHAWAY, WILLIAM M	ABS A0111 CROOK, SUR 61 ACRES 8.2	8.2	3.0	HATHAWAY, WILLIAM M	NO
15829	HAYES, MARY ROXSINA	ABS A0262 NICHOLS, SUR 126 ACRES 2.0	2	1.2	HAYES, MARY ROXSINA DUESTEBERG	NO
15830	HAYES, MARY ROXSINA	ABS A0262 NICHOLS, SUR 126 ACRES 71.2	71.2	73.3	HAYES, MARY ROXSINA DUESTEBERG	YES
20376	HAYES, MARY ROXSINA DUESTEBERG	ABS A1059 BARBER, SUR 1879 BLOCK (PT 150 ACS) ACRES 71.0	71	79.9	HAYES, MARY ROXSINA DUESTEBERG	YES
20683	HAYES, MARY ROXSINA DUESTEBERG	ABS A1199 SMITH, SUR 1891 TRACT (PT 150 ACS) ACRES 10.5	68.5	61.1	HAYES, MARY ROXSINA DUESTEBERG	YES
20684	HAYES, RUFUS M & MARY	ABS A1199 SMITH, SUR 1891 TRACT (PT 150 ACS) ACRES 10.5	10.5	109.1	HAYES, MARY ROXSINA DUESTEBERG	NO
13149	HAYNES, JONES N & CHRISTINE A	ABS A0069 BS&F, SUR 3 BLOCK (PT 650.56 OUT OF 1831.82 AC TR) ACRES 91	91.03	108.1	HAYNES, JONES N & CHRISTINE A	YES
18636	HAYNES, JONES N & CHRISTINE A	ABS A0663 C&M RY, SUR 1393 BLOCK (PT 650.56 OUT 1831.82 ACS) ACRES 2	2.07	1.5	HAYNES, JONES N & CHRISTINE A	NO
20181	HAYNES, JONES N & CHRISTINE A	ABS A1021 HEINEN, SUR 1687 BLOCK (PT 650.56 OUT 1831.82 ACS) ACRES 2	0.27	2.6	HAYNES, JONES N & CHRISTINE A	NO
44682	HAYNES, JONES N & CHRISTINE A	ABS A1494 KARGER, SUR 4 BLOCK (PT 650.56 OUT 1831.82 ACS) ACRES 442.8	442.86	425.4	HAYNES, JONES N & CHRISTINE A	YES
503216	HAYNES, JONES N & CHRISTINE A	ABS A0793 SCHORN, SUR 1507 BLOCK (PT 650.56 OUT 1831.82 ACS) ACRES 1	1.83	0.4	HAYNES, JONES N & CHRISTINE A	NO
503406	HAYNES, JONES N & CHRISTINE A	ABS A0638 HE&WT RY, SUR 1649 BLOCK (PT 650.56 OUT 1831.82 ACS) ACRES	112.5	110.7	HAYNES, JONES N & CHRISTINE A	YES
60380	HEFFINGTON, SUSAN &	GROTTO SPRINGS RCH I LOT 4 (REPLAT) ACRES 37.33	37.33	38.8	HEFFINGTON, SUSAN &	YES
15758	BRILL, JACQUELINE J	ABS A0255 MAVERICK, SUR 675 ACRES 54.3	54.3	54.9	HENRY, DIANE BRILL	YES
18411	BRILL, JACQUELINE J	ABS A0610 PHILLIPS, SUR 628 ACRES 4.6	4.6	5.0	HENRY, DIANE BRILL	NO
12831	HIGH RAFTER PARTNERS, LTD	ABS A0044 BRAZEAEL, SUR 392 TRACT (PT 1045.66 ACS) ACRES 206.1	206.1	206.1	HIGH RAFTER PARTNERS, LTD	YES
12833	HIGH RAFTER PARTNERS, LTD	ABS A0044 BRAZEAEL, SUR 392 TRACT (PT 1045.66 ACS) ACRES 16.5	16.5	21.0	HIGH RAFTER PARTNERS, LTD	NO
13100	HIGH RAFTER PARTNERS, LTD	ABS A0066 BS&F, SUR 3 TRACT (PT 1045.66 ACS) ACRES 79.0	79	111.2	HIGH RAFTER PARTNERS, LTD	YES
13290	HIGH RAFTER PARTNERS, LTD	ABS A0093 CRONKITE, SUR 396 TRACT (PT 1045.66 ACS) ACRES 4.49	4.49	5.4	HIGH RAFTER PARTNERS, LTD	NO
13293	HIGH RAFTER PARTNERS, LTD	ABS A0093 CRONKITE, SUR 396 TRACT (PT 1045.66 ACS) ACRES 2.8	2.8	1.2	HIGH RAFTER PARTNERS, LTD	NO
13712	HIGH RAFTER PARTNERS, LTD	ABS A0116 CROOK, SUR 63 TRACT (PT 1045.66 ACS) ACRES 5.7	5.7	6.3	HIGH RAFTER PARTNERS, LTD	NO
14540	HIGH RAFTER PARTNERS, LTD	ABS A0160 GIBSON, SUR 1 TRACT (PT 1045.66 ACS) ACRES 73.7	73.7	68.9	HIGH RAFTER PARTNERS, LTD	YES
14750	HIGH RAFTER PARTNERS, LTD	ABS A0184 HINCH, SUR 393 TRACT (PT 1045.66 ACS) ACRES 4.64	4.64	4.7	HIGH RAFTER PARTNERS, LTD	NO
14753	HIGH RAFTER PARTNERS, LTD	ABS A0184 HINCH, SUR 393 TRACT (PT 1045.66 ACS) ACRES 111.7	111.7	112.8	HIGH RAFTER PARTNERS, LTD	YES
14755	HIGH RAFTER PARTNERS, LTD	ABS A0363 WATT, SUR 64 TRACT (PT 1045.66 ACS) ACRES 24.7	29.9	15.1	HIGH RAFTER PARTNERS, LTD	NO
17425	HIGH RAFTER PARTNERS, LTD	ABS A0634 TWNG RY, SUR 1334 TRACT (PT 1045.66 ACS) ACRES 46.62	46.62	20.4	HIGH RAFTER PARTNERS, LTD	NO
18500	HIGH RAFTER PARTNERS, LTD	ABS A0634 TWNG RY, SUR 1334 TRACT (PT 1045.66 ACS) ACRES 208.6	208.6	61.6	HIGH RAFTER PARTNERS, LTD	YES
18502	HIGH RAFTER PARTNERS, LTD	ABS A0634 TWNG RY, SUR 1334 TRACT (PT 1045.66 ACS) ACRES 208.6	208.6	191.4	HIGH RAFTER PARTNERS, LTD	YES
19569	HIGH RAFTER PARTNERS, LTD	ABS A0862 REAL, SUR 4 TRACT (PT 1045.66 ACS) ACRES 46.0	46	59.85	HIGH RAFTER PARTNERS, LTD	YES
19588	HIGH RAFTER PARTNERS, LTD	ABS A0862 REAL, SUR 2 TRACT (PT 1045.66 ACS) ACRES 6.53	6.53	45.8	HIGH RAFTER PARTNERS, LTD	YES
44123	HIGH RAFTER PARTNERS, LTD	ABS A0160 GIBSON, SUR 1 TRACT (PT 1045.66 ACS) ACRES 9.83	9.83	6.3	HIGH RAFTER PARTNERS, LTD	NO
44123	HIGH RAFTER PARTNERS, LTD	ABS A0160 GIBSON, SUR 1 TRACT (PT 1045.66 ACS) ACRES 9.83	9.83	3.0	HIGH RAFTER PARTNERS, LTD	NO
71412	HIGH RAFTER PARTNERS, LTD	ABS A0860 REAL, SUR 4 BLOCK (PT 140.0 ACS) ACRES 18.7	18.7	6.8	HIGH RAFTER PARTNERS, LTD	NO
528441	HIGH RAFTER PARTNERS, LTD	ABS A0066 BS&F, SUR 3 BLOCK (PT 140.0 ACS) ACRES 121.3	121.3	119.8	HIGH RAFTER PARTNERS, LTD	NO
520345	HODGES, KENNETH M &	WHISKEY RIDGE RANCHES SEC ONE TWO LOT 5A (REPLAT) ACRES 37.76	37.76	40.1	HODGES, KENNETH M &	YES
19337	HOEGEMEYER, WILLIAM H	ABS A0794 STEVENSON, SUR 1433 ACRES 96.2	96.2	95.3	HOEGEMEYER, WILLIAM H	YES
15686	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0251 MCQUEEN, SUR 572 BLOCK (PT 962.0 OUT 2565.83 AC TR) ACRES 6	6.3	3.0	HOELSCHER, MELISSA A	NO
15688	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0251 MCQUEEN, SUR 572 BLOCK (PT 962.0 OUT 2565.83 AC TR) ACRES 1	119.24	139.2	HOELSCHER, MELISSA A	YES
17709	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0397 GIBSON, SUR 1 BLOCK (PT 577.91 OUT 2565.83 ACS) ACRES 17.4	17.4	168.5	HOELSCHER, MELISSA A	YES
18637	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0663 C&M RY, SUR 1393 BLOCK (PT 577.91 OUT 2565.83 ACS) ACRES 35	353.61	329.5	HOELSCHER, MELISSA A	YES
19501	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0838 HE&WT RY, SUR 1649 BLOCK (PT 962.0 OUT 2565.83 ACS) ACRES 51	51.42	102.9	HOELSCHER, MELISSA A	YES
19800	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0912 HE&WT RY, SUR 1525 BLOCK (PT 962.0 OUT 2565.83 ACS) ACRES 21	21.89	125.4	HOELSCHER, MELISSA A	NO
20117	HOELSCHER, MELISSA A PEVEHOUSE	ABS A1006 GC&SF RY, SUR 1671 BLOCK (PT 820.33 OUT 2565.83 ACS) ACRES	124.97	125.4	HOELSCHER, MELISSA A	YES
21373	HOELSCHER, MELISSA A PEVEHOUSE	ABS A1493 KARGER, SUR 2 BLOCK (PT 820.33 OUT 2565.83 ACS) ACRES 27.27	27.27	32.2	HOELSCHER, MELISSA A	YES
21375	HOELSCHER, MELISSA A PEVEHOUSE	ABS A1493 KARGER, SUR 2 BLOCK (PT 577.91 OUT 2565.83 ACS) ACRES 36.52	36.52	43.0	HOELSCHER, MELISSA A	YES
21385	HOELSCHER, MELISSA A PEVEHOUSE	ABS A1495 KARGER, SUR 1394 BLOCK (PT 577.91 OUT 2565.83 ACS) ACRES 6	6.24	24.3	HOELSCHER, MELISSA A	NO
21386	HOELSCHER, MELISSA A PEVEHOUSE	ABS A1495 KARGER, SUR 1394 BLOCK (PT 577.91 OUT 2565.83 ACS) ACRES 6	194.04	229.3	HOELSCHER, MELISSA A	YES
60377	HOELSCHER, MELISSA A TTEE ETAL	GROTTO SPRINGS RCH I LOT (BOOTLEGGER LANE) ACRES 6.26	6.26	3.6	HOELSCHER, MELISSA A	NO
503118	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0070 BS&F, SUR 1 BLOCK (PT 962.0 OUT 2565.83 AC TR) ACRES 292.01	292.01	272.1	HOELSCHER, MELISSA A	YES
503119	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0070 BS&F, SUR 1 BLOCK (PT 577.91 OUT 2565.83 AC TR) ACRES 7	7.31	9.8	HOELSCHER, MELISSA A	NO
503185	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0397 GIBSON, SUR 1 BLOCK (PT 962.0 OUT 2565.83 ACS) ACRES 3.87	3.87	4.4	HOELSCHER, MELISSA A	NO
503186	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0397 GIBSON, SUR 1 BLOCK (PT 820.33 OUT 2565.83 ACS) ACRES 394.0	394.06	378.8	HOELSCHER, MELISSA A	YES
503205	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0663 C&M RY, SUR 1393 BLOCK (PT 962.0 OUT 2565.83 ACS) ACRES 313.2	313.23	194.4	HOELSCHER, MELISSA A	YES
503214	HOELSCHER, MELISSA A PEVEHOUSE	ABS A0793 SCHORN, SUR 1507 BLOCK (PT 820.33 OUT 2565.83 ACS) ACRES 13	13.88	19.8	HOELSCHER, MELISSA A	NO
68404	HOWARD, LOUIS M & CORRINE	HIDDEN HILLS TWO LOT 29 ACRES 73.52	73.52	73.5	HOWARD, LOUIS M & CORRINE	YES
68405	HOWARD, LOUIS M & CORRINE	HIDDEN HILLS TWO LOT 30 ACRES 73.81	73.81	73.3	HOWARD, LOUIS M & CORRINE	YES
66908	HOWARD, STEVE & MICHELLE	ABS A0113 CROOK, SUR 70 BLOCK (PT 200.0 ACS) ACRES 79.48	79.48	79.4	HOWARD, STEVE & MICHELLE	YES
63915	HUG, DOUGLAS A & BRENDA K	HIDDEN HILLS LOT 11-A (REPLAT) ACRES 92.1	92.1	91.1	HUG, DOUGLAS A & BRENDA K	YES
15336	JACKSON, ROBIN M HANSEN & RONALD E	ABS A0226 L W LONG, SUR 1120 ACRES 50.85	50.85	50.5	JACKSON, ROBIN M HANSEN & RONALD E	YES
21394	JAMARA, LTD ETAL	ABS A1496 MOORE, SUR 1120 BLOCK (PT 19.69 ACS) ACRES 8.82	8.82	2.1	JAMARA, LTD	NO
44863	JAMARA, LTD	ABS A0777 HE&WT RY, SUR 1473 BLOCK (PT 30.14 ACS) ACRES 10.06	10.06	9.7	JAMARA, LTD	NO
61515	JAMARA, LTD ETAL	ABS A0777 HE&WT RY, SUR 1473 BLOCK (PT 30.14 ACS) ACRES 7.79	7.79	7.0	JAMARA, LTD	NO
63416	JAMARA, LTD ETAL	ABS A0777 HE&WT RY, SUR 1473 ACRES 56.64	56.64	9.7	JAMARA, LTD	NO
63416	JAMARA, LTD ETAL	ABS A0777 HE&WT RY, SUR 1473 ACRES 56.64	56.64	9.7	JAMARA, LTD	NO
63429	JAMARA, LTD ETAL	ABS A0777 HE&WT RY, SUR 1473 ACRES 46.34	46.34	56.7	JAMARA, LTD	YES
69992	JAMARA, LTD	ABS A0777 HE&WT RY, SUR 1473 BLOCK (PT 30.14 ACS) ACRES 2.25	2.25	52.9	JAMARA, LTD	YES
70182	JAMARA, LTD	ABS A0777 HE&WT RY, SUR 1473 BLOCK (PT 30.14 ACS) ACRES 10.04	10.04	2.1	JAMARA, LTD	NO
70183	JAMARA, LTD ETAL	ABS A0777 HE&WT RY, SUR 1473 BLOCK (PT 19.69 ACS) ACRES 10.87	10.87	17.1	JAMARA, LTD	NO

12759	CONFIDENTIAL	ABS A0035 BONZANO, SUR 564 BLOCK (PT 68.78 ACS), ACRES 12.42	12.42	9.4	JOHNS, CRAIG & REGENA	NO
13406	CONFIDENTIAL	ABS A0097 CRAWSON, SUR 127 BLOCK (PT 68.78 ACS), ACRES 5.27	5.27	17.7	JOHNS, CRAIG & REGENA	NO
19696	CONFIDENTIAL	ABS A0901 GS&SR RY, SUR 1767 BLOCK (PT 68.78 ACS), ACRES 50.79	50.79	41.3	JOHNS, CRAIG & REGENA	YES
69355	CONFIDENTIAL	ABS A0262 NICHOLS, SUR 126 BLOCK (PT 68.78 ACS), ACRES 3	0.3	0.1	JOHNS, CRAIG & REGENA	NO
29032	JOHNSON, W H TTEE	HILL COUNTRY RCH ESTS 2 LOT 1, 2 ACRES 52.79	52.79	26.8	JOHNSON, W H TTEE	YES
29032	JOHNSON, W H TTEE	HILL COUNTRY RCH ESTS 2 LOT 1, 2 ACRES 52.79	52.79	25.5	JOHNSON, W H TTEE	YES
19204	JONES, MARY ELAINE	ABS A0777 HE&WT RY, SUR 1473 BLOCK (A1496=55.31 AC)(A39=4.89 AC), ACRE	134.27	71.3	JONES, MARY ELAINE	NO
19204	JONES, MARY ELAINE	ABS A0777 HE&WT RY, SUR 1473 BLOCK (A1496=55.31 AC)(A39=4.89 AC), ACRE	134.27	55.4	JONES, MARY ELAINE	YES
19204	JONES, MARY ELAINE	ABS A0777 HE&WT RY, SUR 1473 BLOCK (A1496=55.31 AC)(A39=4.89 AC), ACRE	134.27	55.4	JONES, MARY ELAINE	YES
19205	JONES, MARY ELAINE	ABS A0777 HE&WT RY, SUR 1473 BLOCK (OLD WELL SITE), ACRES 5	0.5	0.1	JONES, MARY ELAINE	NO
64141	JONES, MARY ELAINE	ABS A0777 HE&WT RY, SUR 1473 BLOCK (OLD WELL SITE), ACRES 5	0.5	0.4	JONES, MARY ELAINE	NO
28999	JONES, RONNIE H	HILL COUNTRY RANCH ESTS 1 LOT A, B, PT, ACRES 3.0800	3.08	0.6	JONES, RONNIE H	NO
29000	JONES, RONNIE H	HILL COUNTRY RANCH ESTS 1 LOT C, D, ACRES 27.47 TITLE # 00218519/REAL	27.47	30.5	JONES, RONNIE H	YES
28417	JONS, H RITMAN	JACK HALL LOT 41 PT ACRES 7.53	7.53	8.0	JONS, H RITMAN	NO
30070	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 11A (REPLAT OF SEC 18.3) ACRES 85.9	85.9	85.8	JONS, H RITMAN	YES
30072	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 13-A (REPLAT) ACRES 10.3	10.3	12.1	JONS, H RITMAN	NO
30083	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 23 ACRES 11.47	11.47	11.2	JONS, H RITMAN	NO
30084	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 24 ACRES 10.18	10.18	10.3	JONS, H RITMAN	NO
30087	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 27 ACRES 9.79	9.79	9.5	JONS, H RITMAN	NO
30088	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 1 LOT 28 ACRES 10.14	10.14	9.9	JONS, H RITMAN	NO
30188	JONS, H RITMAN	KERRVILLE COUNTRY ESTATES 3 LOT 42-A ACRES 5.12	5.12	5.5	JONS, H RITMAN	NO
60903	JORDAN, LYLE T	KERRVILLE COUNTRY ESTATES 1 LOT PT 14-A ACRES 5.79	5.79	4.0	JORDAN, LYLE T	NO
28385	JORDAN, LYLE T	JACK HALL LOT 14-B PT ACRES 1.98	1.98	0.7	JORDAN, LYLE T	NO
28386	JORDAN, LYLE T	JACK HALL LOT 14-B PT ACRES 20	20	21.5	JORDAN, LYLE T	NO
520375	JORDAN, LYLE T	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 7 (OR 1392 WHISKEY CANYON) ACRE	30	31.5	JORDAN, LYLE T	NO
13445	TUSCANY LAND, LTD	ABS A0101 CLARK, SUR 395 ACRES 53.12	53.12	48.4	KEEBLE ROBERT	YES
16318	TUSCANY LAND, LTD	ABS A0299 SCHAUCHARD, SUR 67 ACRES 162.06	162.06	167.1	KEEBLE ROBERT	YES
22814	TUSCANY LAND, LTD	ABS A2086 SCHWEITZER, SUR 1621 BLOCK (BETWEEN A101 & A299) ACRES 26.6	26.69	30.5	KEEBLE ROBERT	YES
13679	KEITH, NANCY REES NEWMAN	ABS A0115 CROOK, SUR 59 ACRES 41	40	41.4	KEITH, NANCY REES NEWMAN	YES
520469	SCHWARTZ, MICHAEL S &	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 13-B (REPLAT) ACRES 40.0	40	39.2	KECKE HOWARD & ANN	YES
69505	PASO CREEK RANCH PROPERTY	PASO CREEK RANCH LOT (PRIVATE RDS & PARK) ACRES 14.47	14.47	0.2	KOLBU, KAREN	NO
69505	PASO CREEK RANCH PROPERTY	PASO CREEK RANCH LOT (PRIVATE RDS & PARK) ACRES 14.47	14.47	14.2	KOLBU, KAREN	NO
60276	KRALOVETZ, ROBERT G & SHIRLEY A	CREEKWOOD III LOT 2 ACRES 66.84	66.84	66.6	KRALOVETZ, ROBERT G & SHIRLEY A	YES
60277	KRALOVETZ, ROBERT G & SHIRLEY A	CREEKWOOD III LOT PT 3 ACRES 1.0	1	1.5	KRALOVETZ, ROBERT G & SHIRLEY A	NO
61462	KRALOVETZ, ROBERT G & SHIRLEY A	CREEKWOOD IV (CPISD) LOT 6 ACRES 52.86	52.86	52.8	KRALOVETZ, ROBERT G & SHIRLEY A	YES
63388	KRALOVETZ, ROBERT G & SHIRLEY A	CREEKWOOD III LOT PT LT 3 ACRES 59.96	59.96	59.5	KRALOVETZ, ROBERT G & SHIRLEY A	YES
71909	KRALOVETZ, ROBERT G & SHIRLEY A	CREEKWOOD IV (CPISD) LOT 5-B (REPLAT) ACRES 28.11	28.11	28.1	KRALOVETZ, ROBERT G & SHIRLEY A	YES
71851	LACAZE, MICHAEL	TWIN SPRINGS II LOT 25-C (REPLAT) ACRES 29.27	29.27	29.2	LACAZE, MICHAEL	YES
60381	LANG, JOHN R & SANDRA P	GROTTO SPRINGS RCH I LOT 6 ACRES 40.0	40	40.1	LANG, JOHN R & SANDRA P	YES
17833	WINWOOD VILLAGE JOINT VENTURE	ABS A0452 SF&W, SUR 1 BLOCK (OUT 408.40 ACS), ACRES 13.66	13.66	34.0	LEHMANN, DAVID	YES
21657	WINWOOD VILLAGE JOINT VENTURE	ABS A1592 KARGER, SUR 1670 BLOCK (OUT 408.40 ACS), ACRES 78.17	78.17	67.2	LEHMANN, DAVID	YES
21960	WINWOOD VILLAGE JOINT VENTURE	ABS A1690 SCHWETHELM, SUR 2 ACRES 143.59	143.59	131.8	LEHMANN, DAVID	YES
64037	SIBCO INVESTMENTS	ABS A1592 KARGER, SUR 1670 BLOCK (PT 133.0 ACS), ACRES 81.08	81.08	77.5	LEHMANN, DAVID	YES
64039	SIBCO INVESTMENTS	ABS A0452 SF&W, SUR 1 BLOCK (PT 133.0 ACS), ACRES 51.15	51.15	58.4	LEHMANN, DAVID	YES
64040	SIBCO INVESTMENTS	ABS A1690 SCHWETHELM, SUR 2 BLOCK (PT 133.0 ACS), ACRES .77	0.77	0.9	LEHMANN, DAVID	NO
19352	LESLIE, CRAIG L	ABS A0784 STEVENSON, SUR 1433 ACRES 38.5	38.5	30.3	LESLIE, CRAIG L	YES
66760	LEYENDECKER, WILLIAM R &	TWIN SPRINGS RANCHES LOT 7 ACRES 23.0	23	24.7	LEYENDECKER, WILLIAM R &	NO
66755	LIDIAK, TIMOTHY C &	TWIN SPRINGS RANCHES LOT 2 ACRES 26.02	26.02	26.5	LIDIAK, TIMOTHY C &	YES
520305	LIGHTFOOT, RONALD J (SP)	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 3 ACRES 43.66	43.66	44.6	LIGHTFOOT, RONALD J (SP)	YES
15620	LINDIG, BILL M & BOBETTA C	ABS A0247 MARTINEZ, SUR 124 BLOCK (PT 60.6 ACS), ACRES 31.7	31.7	32.0	LINDIG, BILL M & BOBETTA C	YES
520005	LINDLEY, MICHAEL H & LYNN N	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 18A (REPLAT) ACRES 146.02	146.02	146.7	LINDLEY, MICHAEL H & LYNN N	YES
24055	LORICK, WILLIAM A &	BURNEY OAK ESTATES LOT 23 PT, 22 ACRES 9.4	9.4	3.3	LORICK, WILLIAM A &	NO
66488	LOUK, FREDERICK B &	PASO CREEK RANCH LOT 4 ACRES 10.0	10	10.1	LOUK, FREDERICK B &	NO
66489	LOUK, FREDERICK B &	PASO CREEK RANCH LOT 5 ACRES 10.0	10	9.2	LOUK, FREDERICK B &	NO
66756	LOUSMA, JACK R & GRATIA K	TWIN SPRINGS RANCHES LOT 3 ACRES 51.57	51.57	51.8	LOUSMA, JACK R & GRATIA K	YES
16796	LUCK, CALVIN D &	ABS A0687 HE&WT RY, SUR 1425 ACRES 10.25, TITLE # 00653150	10.25	35.7	LUCK, CALVIN D &	YES
19051	LUCK, CALVIN D &	ABS A0744 HIGBONS, SUR 1400 ACRES 75	75	2.7	LUCK, CALVIN D &	NO
21635	LUCK, CALVIN D &	ABS A1590 HE&WT RY, SUR 1420 ACRES 38.4000	38.4	2.7	LUCK, CALVIN D &	NO
520410	MADDOX, TERRY L & SARAH	CREEKWOOD II-A LOT 1 PT (OUT 70 ACS) ACRES 68.89	68.89	68.0	MADDOX, TERRY L & SARAH	YES
520411	MADDOX, TERRY L & SARAH	CREEKWOOD II-A LOT 1 PT (OUT 70 ACS) ACRES 1.11	1.11	2.4	MADDOX, TERRY L & SARAH	NO
66706	TEXAS LIONS LEAGUE FOR	ABS A0366 WATT, SUR 68 BLOCK (LIONS CAMP), ACRES 400.0	400	380.9	MADDOX, TERRY L & SARAH	YES
66707	TEXAS LIONS LEAGUE FOR	ABS A0248 MINTER, SUR 110 BLOCK (LIONS CAMP), ACRES 100.0	100	74.1	MARBERY, STEPHEN	YES
29034	MARETT, V S JR	HILL COUNTRY RCH ESTS 2 LOT 3 ACRES 23.43	23.43	23.9	MARETT, V S JR	NO
29035	MARETT, V S JR	HILL COUNTRY RCH ESTS 2 LOT 4 ACRES 28.63	28.63	26.6	MARETT, V S JR	YES
29036	MARETT, V S JR	HILL COUNTRY RCH ESTS 2 LOT 5 PT ACRES 1	1	0.9	MARETT, V S JR	NO
29037	MARETT, V S JR	HILL COUNTRY RCH ESTS 2 LOT 5 PT ACRES 24.83	24.83	26.8	MARETT, V S JR	YES
29069	MARETT, V S JR	HILL COUNTRY RCH ESTS 2 LOT 19 ACRES 32.7	32.7	32.1	MARETT, V S JR	YES
61542	MARTIN, TRUMAN F	CREEKWOOD I-C LOT 2-C ACRES 50.16	50.16	50.1	MARTIN, TRUMAN F	YES
66841	MAXWELL, ALBERT G & LOU ANN	CREEKWOOD I LOT 1-A1 (REPLAT) ACRES 31.32	31.32	30.9	MAXWELL, ALBERT G & LOU ANN	YES

14688	MCRAE ENERGY CORPORATION	ABS A0181 HOLLIS, SUR 143 ACRES 31.6	31.6	29.1	MCRAE PARTNERS I, LTD	YES
17630	MCRAE ENERGY CORPORATION	ABS A0377 YEAMANS, SUR 576 TRACT (PT 85.58 ACS:THE HERITAGE),ACRES 83	83.29	82.0	MCRAE PARTNERS I, LTD	YES
17647	MCRAE ENERGY CORPORATION	ABS A0378 YEAMANS, SUR 575 TRACT (PT 85.58 THE HERITAGE),ACRES 61	0.6	0.6	MCRAE PARTNERS I, LTD	NO
19405	MCRAE ENERGY CORPORATION	ABS A0814 WILSON, SUR 1471 ACRES 104.8	104.8	107.0	MCRAE PARTNERS I, LTD	YES
67312	MCRAE ENERGY CORPORATION	ABS A0814 WILSON, SUR 1471 TRACT (PT 85.58 ACS),ACRES 1.68	1.68	1.6	MCRAE PARTNERS I, LTD	NO
529805	MCRAE ENERGY CORPORATION	ABS A0181 HOLLIS, SUR 143 ACRES 75	0.75	0.7	MCRAE PARTNERS I, LTD	NO
529807	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 1 ACRES 1.59	0.75	0.1	MCRAE PARTNERS I, LTD	NO
529808	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 2 ACRES 1.05	1.05	1.6	MCRAE PARTNERS I, LTD	NO
529809	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 3 ACRES 1	1	1.0	MCRAE PARTNERS I, LTD	NO
529810	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 4 ACRES 1.22	1.22	1.2	MCRAE PARTNERS I, LTD	NO
529811	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 5 ACRES 1.17	1.17	1.2	MCRAE PARTNERS I, LTD	NO
529812	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 6 ACRES 1	1	1.0	MCRAE PARTNERS I, LTD	NO
529813	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 7 ACRES 1.05	1.05	0.9	MCRAE PARTNERS I, LTD	NO
529814	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 8 ACRES 1	1	0.9	MCRAE PARTNERS I, LTD	NO
529815	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 9 ACRES 1.01	1.01	1.0	MCRAE PARTNERS I, LTD	NO
529816	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 10 ACRES 1.04	1.04	1.0	MCRAE PARTNERS I, LTD	NO
529817	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 11 ACRES 1.01	1.01	1.0	MCRAE PARTNERS I, LTD	NO
529818	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 12 ACRES 1.83	1.83	1.8	MCRAE PARTNERS I, LTD	NO
529819	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 13 ACRES 1.06	1.06	1.1	MCRAE PARTNERS I, LTD	NO
529820	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 14 ACRES 1.24	1.24	1.2	MCRAE PARTNERS I, LTD	NO
529821	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 15 ACRES 1.15	1.15	1.0	MCRAE PARTNERS I, LTD	NO
529822	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 16 ACRES 1.18	1.18	1.0	MCRAE PARTNERS I, LTD	NO
529823	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 17 ACRES 1	1	0.9	MCRAE PARTNERS I, LTD	NO
529824	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 18 ACRES 1	1	0.9	MCRAE PARTNERS I, LTD	NO
529825	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 19 ACRES 1.52	1.52	1.5	MCRAE PARTNERS I, LTD	NO
529826	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 20 ACRES 1.21	1.21	1.2	MCRAE PARTNERS I, LTD	NO
529827	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 21 ACRES 1	1	1.0	MCRAE PARTNERS I, LTD	NO
529828	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 22 ACRES 1.0	1	0.9	MCRAE PARTNERS I, LTD	NO
529829	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 23 ACRES 1.02	1.02	0.9	MCRAE PARTNERS I, LTD	NO
529830	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 24 ACRES 1	1	1.1	MCRAE PARTNERS I, LTD	NO
529831	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 25 ACRES 1.07	1.07	1.1	MCRAE PARTNERS I, LTD	NO
529832	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 26 ACRES 1	1	1.0	MCRAE PARTNERS I, LTD	NO
529833	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 28 ACRES 1.2	1.2	1.2	MCRAE PARTNERS I, LTD	NO
529834	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 29 ACRES 1.15	1.15	1.2	MCRAE PARTNERS I, LTD	NO
529835	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 30 ACRES 1.28	1.28	1.3	MCRAE PARTNERS I, LTD	NO
529836	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 31 ACRES 1.25	1.25	1.3	MCRAE PARTNERS I, LTD	NO
529837	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 32 ACRES 1.25	1.25	1.3	MCRAE PARTNERS I, LTD	NO
529838	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 33 ACRES 1.25	1.25	1.3	MCRAE PARTNERS I, LTD	NO
529839	MCRAE ENERGY CORPORATION	LOS COLINAS OF KERRVILLE LOT 34 ACRES 1.65	1.65	1.6	MCRAE PARTNERS I, LTD	NO
529841	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 36 ACRES 1.25	1.25	1.3	MCRAE PARTNERS I, LTD	NO
529842	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 37 ACRES 1.3	1.3	1.3	MCRAE PARTNERS I, LTD	NO
529843	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 40 ACRES 1.1	1.1	1.1	MCRAE PARTNERS I, LTD	NO
529844	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 41 ACRES 1	1	0.9	MCRAE PARTNERS I, LTD	NO
529845	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 42 ACRES 1.29	1.29	1.3	MCRAE PARTNERS I, LTD	NO
529846	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 43 ACRES 1.07	1.07	1.0	MCRAE PARTNERS I, LTD	NO
529847	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 44 ACRES 1.31	1.31	1.3	MCRAE PARTNERS I, LTD	NO
529848	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 45 ACRES 1	1	1.0	MCRAE PARTNERS I, LTD	NO
529849	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 46 ACRES 1.3	1.3	1.3	MCRAE PARTNERS I, LTD	NO
529850	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 47 ACRES 1.11	1.11	1.1	MCRAE PARTNERS I, LTD	NO
529851	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 48 ACRES 1.3	1.3	1.3	MCRAE PARTNERS I, LTD	NO
529852	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 49 ACRES 2.72	2.72	2.6	MCRAE PARTNERS I, LTD	NO
529853	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 50 ACRES 1.35	1.35	1.4	MCRAE PARTNERS I, LTD	NO
529854	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 51 ACRES 2.88	2.88	2.9	MCRAE PARTNERS I, LTD	NO
529855	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 52 ACRES 1.41	1.41	1.4	MCRAE PARTNERS I, LTD	NO
529856	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 53 ACRES 3.11	3.11	3.3	MCRAE PARTNERS I, LTD	NO
529857	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 54 ACRES 1.35	1.35	1.4	MCRAE PARTNERS I, LTD	NO
529858	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 55 ACRES 1.66	1.66	1.7	MCRAE PARTNERS I, LTD	NO
529859	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 57 ACRES 1.34	1.34	1.3	MCRAE PARTNERS I, LTD	NO
529860	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 58 ACRES 29.71	29.71	30.4	MCRAE PARTNERS I, LTD	YES
529861	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 59 ACRES 23.94	23.94	23.8	MCRAE PARTNERS I, LTD	NO
529862	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 60 ACRES 1.34	1.34	1.2	MCRAE PARTNERS I, LTD	NO
529863	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 61 ACRES 1.34	1.34	1.2	MCRAE PARTNERS I, LTD	NO
529864	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 62 ACRES 1.34	1.34	1.2	MCRAE PARTNERS I, LTD	NO
529865	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 63 ACRES 1.34	1.34	1.2	MCRAE PARTNERS I, LTD	NO
529866	MCRAE PARTNERS I, LTD	LOS COLINAS OF KERRVILLE LOT 64 ACRES 1.34	1.34	1.2	MCRAE PARTNERS I, LTD	NO
60382	MENENDEZ, CARLOS E MID & CAMP RIVERVIEW, INC	GROTTO SPRINGS RCH I LOT 5-R (REPLAT) ACRES 50.01	50.01	51.0	MENENDEZ, CARLOS E MID & MEYER, JIM	YES
66153	MIESCH, EDWARD PETER & MOORE, JERRY J & LINDA	JACK HALL LOT 1 PT. (MH ON R17187) ACRES 110.94	110.94	111.5	MIESCH, EDWARD PETER & MOORE, JERRY J & LINDA	YES
13585	MOORE, JERRY J & LINDA	TWIN SPRINGS RANCHES LOT 11 ACRES 25.0	25.0	25.0	MOORE, JERRY J & LINDA	NO
16381	MOORE, JERRY J & LINDA	ABS A0111 CROOK, SUR 61 ACRES 3.87	3.87	0.41	MOORE, JERRY J & LINDA	NO
63405	MOORE, JERRY J & LINDA	ABS A0306 SAWYER, SUR 109 ACRES 41	41	0.3	MOORE, JERRY J & LINDA	NO
		ABS A0306 SAWYER, SUR 109 ACRES 8.13	8.13	10.4	MOORE, JERRY J & LINDA	NO

520199	MOSER, THOMAS L ETAL	CREEKWOOD II; IIB; IIC LOT 2 PT - OUT 100.69 ACS ACRES 91.057	91.057	88.0	YES
520200	MOSER, THOMAS L ETAL	CREEKWOOD II; IIB; IIC LOT 2 PT (OUT 100.69 ACS) ACRES 9.56	9.56	12.6	NO
30860	MOSTY, RICHARD C	LAS COLINAS LOT 1 ACRES 7.18	7.18	7.4	NO
30861	MOSTY, RICHARD C	LAS COLINAS LOT 2 ACRES 5.0	5	4.8	NO
30862	MOSTY, RICHARD C	LAS COLINAS LOT 3 ACRES 6.76	6.76	6.6	NO
30863	MOSTY, RICHARD C	LAS COLINAS LOT 4 ACRES 6.7	6.7	6.9	NO
30864	MOSTY, RICHARD C	LAS COLINAS LOT 5 ACRES 5.0	5	4.7	NO
30865	MOSTY, RICHARD C	LAS COLINAS LOT 6 FT ACRES 16.38	16.38	16.3	NO
19705	BITNER, MARY DUANE	ABS A0901 GS&SR RY, SUR 1767 TRACT PT C, ACRES 73.22	73.22	72.2	YES
20612	BITNER, MARY DUANE	ABS A1149 ZUMWALT, SUR 1839 ACRES 18.21	18.21	20.1	NO
60713	BITNER, MARY DUANE	ABS A0901 GS&SR RY, SUR 1767 ACRES 15.0	15	15.1	NO
15491	MURRAY, THOMAS H JR &	ABS A0246 MARTINEZ, SUR 125 ACRES 1.0	1	2.5	NO
15492	MURRAY, THOMAS H JR &	ABS A0246 MARTINEZ, SUR 125 ACRES 112.87	112.87	109.3	YES
13285	NEILL, EMILIE &	ABS A0093 CRONKITE, SUR 396 TRACT HOMESTEAD PLACE, ACRES 4.49	4.49	4.5	NO
60275	NEILL, EMILIE REAL	CREEKWOOD III LOT 1 ACRES 50.0	50	5.7	NO
28358	NELSON, MARK S & LINDA G	CREEKWOOD III LOT 1 ACRES 50.0	50	5.7	NO
28359	NELSON, ROBERT E & DIANA B	JACK HALL LOT 12 PT (MH ON R7123) ACRES 5.0	5	50.0	YES
13449	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0101 CLARK, SUR 395 ACRES 487.79	487.79	478.1	YES
14751	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0184 HINCH, SUR 393 ACRES 18.02	18.02	20.7	YES
14859	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0212 JACKSON, SUR 394 ACRES 187.32	187.32	180.5	YES
14960	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0212 JACKSON, SUR 394 ACRES 1.0	1	4.4	NO
16162	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0288 SOUTHWAYD, SUR 148 ACRES 1.65	1.65	1.6	NO
16166	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0288 SOUTHWAYD, SUR 148 ACRES 7.9	7.9	12.8	NO
17009	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0344 VEICH, SUR 397 ACRES 4.0	4	7.6	NO
17424	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0363 WATT, SUR 64 ACRES 14.26	14.26	11.4	NO
17442	NEUNHOFFER, OSCAR JR ESTATE OF	ABS A0365 WATT, SUR 66 ACRES 58.0	58	64.1	YES
13430	NEUNHOFFER, JULIUS R	ABS A0099 CAMERON, SUR 398 TRACT (MH ON R71834), ACRES 96.13	96.13	112.3	YES
17008	NEUNHOFFER, JULIUS R	ABS A0344 VEICH, SUR 397 ACRES 96.6	96.6	98.2	YES
13980	NUGENT, JAMES E	ABS A0137 FRANCIS, SUR 146 ACRES 131.67	131.67	130.9	YES
17969	NUGENT, JAMES E	ABS A0498 CCGDRGNG, SUR 1117 ACRES 1.47	1.47	2.5	NO
15059	OLAFSON, BONNIE GENE	ABS A0222 KUCKUCK, SUR 685 ACRES 87.53	87.53	65.1	YES
16648	OLAFSON, BONNIE GENE	ABS A0330 SHEON, SUR 674 ACRES 2.5	2.5	3.2	NO
16649	OLAFSON, BONNIE GENE	ABS A0330 SHEON, SUR 674 ACRES 105.16	105.16	127.8	YES
19349	OLAFSON, BONNIE GENE	ABS A0794 STEVENSON, SUR 1433 ACRES .86	0.86	0.6	NO
20733	OLAFSON, THOMAS W II	ABS A1242 MK&T RY, SUR 1861 ACRES 3.89	3.89	6.7	NO
60378	OLSON, DANIEL V & TERESA T	GROTTO SPRINGS RCH I LOT 2 ACRES 27.18	27.18	27.4	YES
33671	OLSON, TERESA T ETAL	OX HOLLOW LOT 1, ACRES 0.44	0.44	0.6	NO
33672	OLSON, TERESA T ETAL	OX HOLLOW LOT 2 ACRES 4	4	0.4	NO
33673	OLSON, TERESA T ETAL	OX HOLLOW LOT 3 ACRES 41	41	0.5	NO
33674	OLSON, TERESA T ETAL	OX HOLLOW LOT 4 ACRES 41	41	0.5	NO
33675	OLSON, TERESA T ETAL	OX HOLLOW LOT 5 ACRES 35	35	0.4	NO
33676	OLSON, TERESA T ETAL	OX HOLLOW LOT 6 ACRES 36	36	0.4	NO
33677	OLSON, TERESA T ETAL	OX HOLLOW LOT 7 ACRES 39	39	0.4	NO
33678	OLSON, TERESA T ETAL	OX HOLLOW LOT 8 ACRES 43	43	0.4	NO
33679	OLSON, TERESA T ETAL	OX HOLLOW LOT 9 ACRES 39	39	0.4	NO
33680	OLSON, TERESA T ETAL	OX HOLLOW LOT 10 ACRES 41	41	0.4	NO
33681	OLSON, TERESA T ETAL	OX HOLLOW LOT 11 ACRES 43	43	0.4	NO
33682	OLSON, TERESA T ETAL	OX HOLLOW LOT 12 ACRES 41	41	0.4	NO
33683	OLSON, TERESA T ETAL	OX HOLLOW LOT 13 ACRES 41	41	0.4	NO
33684	OLSON, TERESA T ETAL	OX HOLLOW LOT 14 ACRES 41	41	0.4	NO
33685	OLSON, TERESA T ETAL	OX HOLLOW LOT 15 ACRES 41	41	0.4	NO
33686	OLSON, TERESA T ETAL	OX HOLLOW LOT 16 ACRES 41	41	0.4	NO
33687	OLSON, TERESA T ETAL	OX HOLLOW LOT 17 ACRES 41	41	0.4	NO
33688	OLSON, TERESA T ETAL	OX HOLLOW LOT 18 ACRES 34	34	0.4	NO
33689	OLSON, TERESA T ETAL	OX HOLLOW LOT 19 ACRES 5.91	5.91	5.9	NO
43012	COOSTERMAN, MARGUERITE A	ABS A0110 CROOK, SUR 60 ACRES 53.378	53.378	52.9	YES
66763	PAINTER, STEPHEN S &	TWIN SPRINGS RANCHES LOT 10 ACRES 25.0	25	25.0	YES
62556	PHILLIPS, JAN SCHWETHELM	ABS A0068 BS&F, SUR 1 TRACT (PT TR IA & IB), ACRES 131.89	131.89	99.3	YES
62562	PHILLIPS, JAN SCHWETHELM	ABS A0679 HEINEN, SUR 679 TRACT (PT TR IA&B) ACRES 80.43	80.43	98.3	YES
13427	PHILLIPS, PEGGY TRUST	ABS A0099 CAMERON, SUR 398 BLOCK (PT 221.52 ACS), ACRES 89.92	89.92	98.3	YES
17005	PHILLIPS, PEGGY TRUST	ABS A0344 VEICH, SUR 397 TRACT (PT 221.52 ACS), ACRES 116.66	116.66	107.7	YES
64682	PHILLIPS, PEGGY TRUST	ABS A0083 CRONKITE, SUR 396 BLOCK (PT 221.52 ACS), ACRES 14.94	14.94	15.8	NO
14687	POUND, JOE M & CELIA H	ABS A0180 HUKKINS, SUR 135 BLOCK (PT 69.28 AC TR & PT 55.15 AC TR)(IN	13.57	12.6	NO
19167	POUND, JOE M & CELIA H	ABS A0768 GC&SF RY, SUR 1513 BLOCK (PT 55.15 OUT 312.92 ACS), ACRES 3.	3.72	1.9	NO
520558	POUND, JOE M & CELIA H	ABS A0132 T EARHARDT, SUR 137 TRACT (PT 69.28 AC TR), BLOCK (PT 55.12	107.14	106.2	YES
22331	PRIOUR, H LARY - CUSTODIAN	ABS A1844 HE&WT RY, SUR 1474 ACRES 5.0	5	5.1	NO
22332	PRIOUR, HARLAN L FAMILY PARTNERS L	ABS A1844 HE&WT RY, SUR 1474 ACRES 79.74	79.74	81.1	YES
63387	PRIOUR, HARLAN LARY	ABS A1844 HE&WT RY, SUR 1474 ACRES 5.36	5.36	5.7	NO

15338	QUINBY, JOHN S &	ABS A0226 L W LONG, SUR 0138 BLOCK (INDIAN CREEK RANCH)(PT 66.67 AC T	3.49	4.1	QUINBY, JOHN S &	NO
68177	QUINBY, JOHN S &	ABS A0768 GC&SF RY, SUR 1513 ACRES 4.62	4.62	4.8	QUINBY, JOHN S &	NO
502428	QUINBY, JOHN S &	ABS A0654 CRENSHAW, SUR 1373 BLOCK (INDIAN CRK RCH)(PT 66.67 ACS),ACR	8.44	7.4	QUINBY, JOHN S &	NO
502437	QUINBY, JOHN S &	ABS A0768 GC&SF RY, SUR 1513 BLOCK (INDIAN CRK RCH)(PT 66.67 ACS),ACR	50.04	51.9	QUINBY, JOHN S &	YES
502443	QUINBY, JOHN S &	ABS A0791 RAGLIN, SUR 1512 BLOCK (INDIAN CREEK RCH)(PT 66.67 ACS),ACR	0.08	0.3	QUINBY, JOHN S &	NO
19209	REDDEN, JOHN E & JO ANN	ABS A0777 HE&WT RY, SUR 1473 ACRES 133.5	133.5	134.1	REDDEN, JOHN E & JO ANN	YES
19214	REDDEN, JOHN E & JO ANN	ABS A0777 HE&WT RY, SUR 1473 ACRES 1.16	1.18	1.5	REDDEN, JOHN E & JO ANN	NO
23275	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT 22 PT ACRES 4.73	4.73	4.7	REDDEN, JOHN E & JO ANN	NO
23277	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT PT 23 ACRES 2.0	2	0.7	REDDEN, JOHN E & JO ANN	NO
23278	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT 24 ACRES 14.83	14.83	14.7	REDDEN, JOHN E & JO ANN	NO
23279	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT 25 ACRES 7.73	7.73	7.7	REDDEN, JOHN E & JO ANN	NO
23280	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT 26 ACRES 7.38	7.38	7.4	REDDEN, JOHN E & JO ANN	NO
23281	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT 27 ACRES 8.71	8.71	7.8	REDDEN, JOHN E & JO ANN	NO
63417	REDDEN, JOHN E & JO ANN	BEAR CREEK RANCH (IIN) LOT PT LT 23 ACRES 11.39	11.39	12.7	REDDEN, JOHN E & JO ANN	NO
22031	REEH, JOSEPH A SR &	ABS A1708 BACON, SUR 2 ACRES 160.37	160.37	179.1	REEH, JOSEPH A SR &	YES
17125	REES, DAVID KEITH	ABS A0351 WILLIAMS, SUR 46 ACRES 79	0.79	1.1	REES, DAVID K	NO
17129	REES, DAVID K	ABS A0351 WILLIAMS, SUR 46 ACRES 6.14	6.14	5.8	REES, DAVID K	NO
17130	REES, DAVID K	ABS A0351 WILLIAMS, SUR 46 ACRES 1.84	1.84	1.5	REES, DAVID K	NO
17131	REES, DAVID KEITH	ABS A0351 WILLIAMS, SUR 46 TRACT II ACRES 72	0.72	1.1	REES, DAVID K	NO
17132	REES, DAVID KEITH	ABS A0351 WILLIAMS, SUR 46 TRACT I ACRES 47.5	47.5	47.0	REES, DAVID K	YES
13681	REEVES, MARILYN	ABS A0115 CROOK, SUR 59 ACRES 35.69	35.69	37.7	REEVES, MARILYN	YES
12991	REEVES, CLINT G & LISA A	ABS A0050 BBBCRY SUR 47 ACRES 25.96	25.96	4.4	REEVES, CLINT G & LISA A	NO
12991	REEVES, CLINT G & LISA A	ABS A0050 BBBCRY SUR 47 ACRES 25.96	25.96	0.9	REEVES, CLINT G & LISA A	NO
12991	REEVES, CLINT G & LISA A	ABS A0050 BBBCRY SUR 47 ACRES 25.96	25.96	21.7	REEVES, CLINT G & LISA A	NO
12991	REEVES, CLINT G & LISA A	ABS A0050 BBBCRY SUR 47 ACRES 25.96	25.96	2.2	REEVES, CLINT G & LISA A	NO
17128	RENO, JAMES F & MARY JO	ABS A0351 WILLIAMS, SUR 46 ACRES 2.01	2.01	2.2	RENO, MARY JO	NO
13582	RENO, MARY JO	ABS A0111 CROOK, SUR 61 ACRES 72.8	72.8	42.1	RENO, MARY JO	YES
13628	RENO, MARY JO	ABS A0111 CROOK, SUR 61 ACRES 38.66	38.66	38.9	RENO, MARY JO	YES
16377	RENO, JAMES F & MARY JO	ABS A0306 SAWYER, SUR 109 BLOCK (ADOBE CREEK RANCH),ACRES 2.0	2	2.5	RENO, MARY JO	NO
16378	RENO, JAMES F & MARY JO	ABS A0306 SAWYER, SUR 109 BLOCK (ADOBE CREEK RANCH),ACRES 21.5	21.5	49.3	RENO, MARY JO	YES
26691	RENO, MARY JO	FLATROCK ACRES LOT 24 & 25 ACRES 1.15	1.15	1.2	RENO, MARY JO	YES
15869	RIO PUEBLO, LTD	ABS A0282 NICHOLS, SUR 726 BLOCK (RIVERFRONT MH PARK),ACRES 22.19	22.19	22.8	RIO PUEBLO, LTD	NO
13089	RISINGER, BRAD A	ABS A0066 BS&F, SUR 3 BLOCK (PT 55.0 ACS),ACRES 7.16	7.16	9.4	RISINGER, BRAD A	NO
19696	RISINGER, BRAD A	ABS A0880 BURNAY, SUR 1764 BLOCK (PT 55.0 ACS),ACRES 13.5	13.5	16.0	RISINGER, BRAD A	NO
22813	RISINGER, BRAD A	ABS A2085 SCRAP FILE 15629 BLOCK (PT 55.0 ACS),ACRES 1.2	1.2	3.3	RISINGER, BRAD A	NO
171414	RISINGER, BRAD A	ABS A0044 BRAZEALE, SUR 392 BLOCK (PT 55.0 ACS),ACRES 33.14	33.14	23.1	RISINGER, BRAD A	NO
12832	RISINGER, H L	ABS A0044 BRAZEALE, SUR 392 ACRES 41.4	41.4	44.8	RISINGER, H L	YES
12834	RISINGER, H L	ABS A0044 BRAZEALE, SUR 392 ACRES 2.86	2.86	2.4	RISINGER, H L	NO
12834	RISINGER, H L	ABS A0044 BRAZEALE, SUR 392 ACRES 2.86	2.86	0.0	RISINGER, H L	NO
13291	RISINGER, H L	ABS A0093 CRONKITE, SUR 396 ACRES 5.0	5	1.0	RISINGER, H L	NO
13292	RISINGER, H L	ABS A0093 CRONKITE, SUR 396 ACRES 5.0	5	1.0	RISINGER, H L	NO
14541	RISINGER, H L	ABS A0160 GIBSON, SUR 1 ACRES 14.7	14.7	130.4	RISINGER, H L	YES
14754	RISINGER, H L	ABS A0184 HINCH, SUR 393 ACRES 14.4	14.4	9.4	RISINGER, H L	NO
18498	RISINGER, H L	ABS A0634 TWNG RY, SUR 1334 ACRES 3.3	3.3	10.1	RISINGER, H L	NO
171411	RISINGER, H L	ABS A0066 BS&F, SUR 3 BLOCK (PT 207.34 ACS),ACRES 50.94	50.94	52.4	RISINGER, H L	NO
71413	RISINGER, H L	ABS A0880 BURNAY, SUR 1764 BLOCK (PT 207.34 ACS),ACRES 16.4	16.4	13.4	RISINGER, H L	YES
16315	ROMERO, ROSEMARY HUNT MEEK	ABS A0299 SCHAUCHARD, SUR 67 ACRES 1.0	1	0.9	ROMERO, ROSEMARY MEEK	NO
16316	ROMERO, ROSEMARY HUNT MEEK	ABS A0299 SCHAUCHARD, SUR 67 ACRES 2.0	2	1.2	ROMERO, ROSEMARY MEEK	NO
16317	ROMERO, ROSEMARY HUNT MEEK	ABS A0299 SCHAUCHARD, SUR 67 ACRES 134.11	134.11	124.6	ROMERO, ROSEMARY MEEK	YES
16323	ROMERO, ROSEMARY HUNT MEEK	ABS A0299 SCHAUCHARD, SUR 67 ACRES 9.69	9.69	22.2	ROMERO, ROSEMARY MEEK	NO
17441	ROMERO, ROSEMARY HUNT MEEK	ABS A0365 WATT, SUR 66 ACRES 117.0	117	115.2	ROMERO, ROSEMARY MEEK	YES
66230	SABO, LESLIE G &	TWIN SPRINGS RANCHES LOT 1 ACRES 29.87	29.87	30.4	SABO, LESLIE G &	YES
17711	SCHMIDT, ROBERTA V ETAL	ABS A0398 GWMT&P RY, SUR 3 ACRES 11.5	11.5	11.9	SCHMIDT, ROBERTA V ETAL	YES
19258	SCHMIDT, ROBERTA V ETAL	ABS A0781 KARGER, SUR 6 BLOCK (PT 38.7 ACS),ACRES 24.42	24.42	35.7	SCHMIDT, ROBERTA V ETAL	YES
20437	SCHMIDT, ROBERTA V ETAL	ABS A1089 HOMER, SUR 6 ACRES 184.87	184.87	187.1	SCHMIDT, ROBERTA V ETAL	YES
21390	SCHMIDT, ROBERTA V ETAL	ABS A1495 KARGER, SUR 1394 ACRES 10.2	10.2	9.2	SCHMIDT, ROBERTA V ETAL	NO
22799	SCHMIDT, ROBERTA V ETAL	ABS A2075 KARGER, SUR 5 ACRES 90.3	90.3	77.3	SCHMIDT, ROBERTA V ETAL	YES
520330	SCHULGEN, GEORGE L JR &	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 4 ACRES 40.0	40	41.6	SCHULGEN, GEORGE L JR &	YES
18587	SCHUMACHER, JIMMY ALTON	ABS A0654 CRENSHAW, SUR 1373 ACRES 1.62	1.62	0.4	SCHUMACHER, JIMMY ALTON	NO
18588	SCHUMACHER, JIMMY ALTON	ABS A0654 CRENSHAW, SUR 1373 BLOCK (A226 LONG, SUR 138-2.0 ACS),ACRES	112	110.4	SCHUMACHER, JIMMY ALTON	YES
13123	DOUBLE ANCHOR CORPORATION	ABS A0068 BS&F, SUR 1 BLOCK (WILDERNESS MH PARK),ACRES 28.53	28.53	28.5	SCHWETHELM, HARRY F JR	YES
13138	DOUBLE ANCHOR CORPORATION	ABS A0068 BS&F, SUR 1 TRACT III (OUT 9.284 ACS),BLOCK (DUMP GROUND NE	0.006	0.0	SCHWETHELM, HARRY F JR	NO
62513	DOUBLE ANCHOR CORPORATION	ABS A0068 BS&F, SUR 1 TRACT (PT 9.284 ACS),BLOCK (DUMB GROUND PAST RE	0.31	0.5	SCHWETHELM, HARRY F JR	NO
16342	SCHWETHELM, HARRY F JR	ABS A0303 SAMES, SUR 688 TRACT (PT TR IIA & IIB),ACRES 2.4	2.4	2.7	SCHWETHELM, HARRY F JR	NO
20182	SCHWETHELM, HARRY F JR	ABS A1021 HEINEN, SUR 1687 TRACT (PT TR IIA & IIB),BLOCK (PT 275.13	4.22	17.2	SCHWETHELM, HARRY F JR	NO
21967	SCHWETHELM, HARRY F JR	ABS A1680 SCHWETHELM, SUR 2 TRACT (PT TR IIA & IIB),ACRES 5.41	5.41	4.9	SCHWETHELM, HARRY F JR	NO
62554	SCHWETHELM, HARRY F JR	ABS A0068 BS&F, SUR 1 TRACT (PT TR IIA & IIB),ACRES 23.42	23.42	21.3	SCHWETHELM, HARRY F JR	NO
62558	SCHWETHELM, HARRY F JR	ABS A1592 KARGER, SUR 1670 TRACT (PT TR IIA & IIB),ACRES 1.19	1.19	1.9	SCHWETHELM, HARRY F JR	NO
66115	SCHWETHELM, HARRY F JR	ABS A0303 SAMES, SUR 688 BLOCK (PT 275.135 ACS),ACRES 185.69	185.69	183.2	SCHWETHELM, HARRY F JR	YES
66116	SCHWETHELM, HARRY F JR	ABS A1592 KARGER, SUR 1670 BLOCK (PT 275.135 ACS),ACRES 31.815	31.815	24.7	SCHWETHELM, HARRY F JR	NO

68117	SCHWETHELM, HARRY F JR	ABS A0068 BS&F, SUR 1 BLOCK (PT 275, 135 ACS), ACRES 48	0.48	0.5	SCHWETHELM, HARRY F JR	NO
503217	SCHWETHELM, HARRY F JR	ABS A0783 SCHORN, SUR 1507, TRACT (PT TR IIIA & IIIB), BLOCK (PT 275, 135 ACS), ACRES 167 095	52.93	50.6	SCHWETHELM, HARRY F JR	YES
68113	SCHWETHELM, ERIC WALKER TRUST 1990,	ABS A1592 KARGER, SUR 1670, BLOCK (PT 275, 125 ACS), ACRES 167 095	167.095	153.3	SCHWETHELM JR, HARRY	YES
68114	SCHWETHELM, ERIC WALKER TRUST 1990,	ABS A0303 SAMES, SUR 688, BLOCK (PT 275, 135 ACS), ACRES 108.04	108.04	122.8	SCHWETHELM JR, HARRY	YES
28498	NICHOLSON, DAVID L &	HARPER VILLAGE LOT 20 + 1/35 INT COMMON AREA		0.1	SLUTZ, PAMELA J H &	NO
528495	SLUTZ, PAMELA J H &	ABS A0250 MARTIN, SUR 139, BLOCK (PT 34.02 ACS), ACRES 32.3	32.3	32.0	SLUTZ, PAMELA J H &	YES
528496	HUGGINS, WILLIAM F	HARPER VILLAGE LOT 18 + 1/35 INT COMMON AREA		1.1	SLUTZ, PAMELA J H &	NO
48751	SMITH, JAMES H & SHIRLEY	HILL COUNTRY RANCH ESTS 1 LOT A & B PTS ACRES 56.51	56.51	60.4	SMITH, JAMES H & SHIRLEY	YES
503131	SMITH, JAMES JR & DAWN R	CREEKWOOD1 LOT 1-B ACRES 11.45	11.45	12.0	SMITH, JAMES JR & DAWN R	NO
503159	SMITH, LARRY D SR & MARY K	ABS A0132 T EARHARDT, SUR 137, ACRES 262.24	262.24	267.5	SMITH, LARRY D SR & MARY K	YES
503163	SMITH, LARRY D SR & MARY K	ABS A0226 L W LONG, SUR 0138, ACRES 155.16	155.16	148.6	SMITH, LARRY D SR & MARY K	YES
503210	SMITH, LARRY D SR & MARY K	ABS A0264 OVERLAND, SUR 136, ACRES 36	36	1.2	SMITH, LARRY D SR & MARY K	NO
503210	SMITH, LARRY D SR & MARY K	ABS A0768 GC&SF RY, SUR 1513, BLOCK (INDIAN CRK RCH), ACRES 2.26	2.26	2.0	SMITH, LARRY D SR & MARY K	NO
520283	SMITH, SAMUEL W & MARY ANN TTEES	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 2 ACRES 40.29	40.29	40.7	SMITH, SAMUEL W & MARY ANN TTEES	YES
36628	SNOW, BILLY D & MARGARET B	SHADY GROVE LOT 13 PT, 14 PT ACRES 25.4	25.4	22.9	SNOW, BILLY D & MARGARET B	NO
28423	SPEARS, SAMUEL L II &	JACK HALL LOT 44 PT ACRES 40.0	40	40.3	SPEARS, SAMUEL L II &	YES
520393	SPECK, FRED L JR	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 8 ACRES 30.0	30	30.4	SPEARS, SAMUEL L II &	YES
15591	SPECK, FRED L JR	ABS A0247 MARTINEZ, SUR 124 ACRES 1.7	1.7	1.7	SPECK, FRED L JR	NO
15592	SPECK, FRED L JR	ABS A0247 MARTINEZ, SUR 124 ACRES 1.38	1.38	6.5	SPECK, FRED L JR	NO
15593	SPECK, FRED L JR	ABS A0247 MARTINEZ, SUR 124 ACRES 6.32	6.32	6.2	SPECK, FRED L JR	NO
15645	SPECK, FRED L JR	ABS A0247 MARTINEZ, SUR 124 ACRES 5.75	5.75	6.9	SPECK, FRED L JR	NO
15646	SPECK, FRED L JR	ABS A0247 MARTINEZ, SUR 124 ACRES 5.05	5.05	2.6	SPECK, FRED L JR	NO
18915	SPECK, FRED L JR	ABS A0719 WARD, SUR 1382 (153.86 ACS), BLOCK (PT 327.21 ACS), ACRES 3.6	3.68	6.0	SPECK, FRED L JR	NO
18916	SPECK, FRED L JR	ABS A0719 WARD, SUR 1382 (153.86 ACS), BLOCK (A247 MARTINEZ, SUR 124--1	154.28	137.6	SPECK, FRED L JR	YES
20374	SPECK, FRED L JR	ABS A1059 BARBER, SUR 1879, ACRES 26.92	26.92	33.0	SPECK, FRED L JR	YES
20701	SPECK, FRED L JR	ABS A1208 SAUNDERS, SUR 1841, ACRES 68.17	68.17	73.9	SPECK, FRED L JR	YES
20728	SPECK, FRED L JR	ABS A1242 MK&T RY, SUR 1861, ACRES 32.26	32.26	31.9	SPECK, FRED L JR	YES
20826	SPECK, FRED L JR	ABS A1287 ARMISTED, SUR 1956, ACRES 41.9	41.9	45.5	SPECK, FRED L JR	YES
23495	SPECK, FRED L JR	BIVOUAC ESTS LOT 45		0.6	SPECK, FRED L JR	NO
23496	SPECK, FRED L JR	BIVOUAC ESTS LOT 46		0.5	SPECK, FRED L JR	NO
23497	SPECK, FRED L JR	BIVOUAC ESTS LOT 47		0.5	SPECK, FRED L JR	NO
23488	SPECK, FRED L JR	BIVOUAC ESTS LOT 48		0.6	SPECK, FRED L JR	NO
23499	SPECK, FRED L JR	BIVOUAC ESTS LOT 49, 50		0.7	SPECK, FRED L JR	NO
23515	SPECK, FRED L JR	BIVOUAC ESTS LOT 71		0.8	SPECK, FRED L JR	NO
40488	SPECK, FRED L JR	WESTLAND BLK 14 LOT 15 PT, 16		0.7	SPECK, FRED L JR	NO
66762	SPRADLEY, GAREY B &	TWIN SPRINGS RANCHES LOT 9 ACRES 25.0	25	25.1	SPRADLEY, GAREY B &	NO
13146	STEELE, SUE SCHWETHELM	ABS A0069 BS&F, SUR 3, TRACT (PT TR IIA & IIB), ACRES 19.35	19.35	22.4	STEELE, SUE SCHWETHELM	YES
18327	STEELE, SUE SCHWETHELM	ABS A0779 HEINEN, SUR 679, TRACT (PT TR IIA & IIB), ACRES 79.41	79.41	95.6	STEELE, SUE SCHWETHELM	YES
19333	STEELE, SUE SCHWETHELM	ABS A0793 SCHORN, SUR 1507, TRACT (PT TR IIA & IIB), ACRES 148.04	148.04	115.5	STEELE, SUE SCHWETHELM	YES
21381	STEELE, SUE SCHWETHELM	ABS A1494 KARGER, SUR 4, TRACT (PT TR IIA & IIB), ACRES 15.87	15.87	4.1	STEELE, SUE SCHWETHELM	NO
21381	STEELE, SUE SCHWETHELM	ABS A0068 BS&F, SUR 1, TRACT (PT TR IIA & IIB), ACRES 15.87	15.87	13.1	STEELE, SUE SCHWETHELM	NO
62555	STEELE, SUE SCHWETHELM	ABS A1021 HEINEN, SUR 1667, TRACT (PT TR IIA & IIB), ACRES 115.9	139.47	143.9	STEELE, SUE SCHWETHELM	YES
62551	STEELE, SUE SCHWETHELM	ABS A0303 SAMES, SUR 688, TRACT (PT TR IIA & IIB), ACRES 22.95	115.9	128.3	STEELE, SUE SCHWETHELM	YES
62563	STEELE, SUE SCHWETHELM	ABS A0139 FISHER, SUR 565, BLOCK (PT 156.91 ACS), ACRES 151.8132	22.95	9.0	STEELE, SUE SCHWETHELM	NO
67668	STIELER, ALLEN & KAREN	ABS A0139 FISHER, SUR 565, BLOCK (PT 156.91 ACS), ACRES 151.8132	151.8132	1.1	STIELER, ALLEN & KAREN	NO
67669	STIELER, ALLEN & KAREN	ABS A0139 FISHER, SUR 565, ACRES 123.61	151.8132	1.1	STIELER, ALLEN & KAREN	NO
14139	STIELER, IRENE	ABS A0139 FISHER, SUR 565, ACRES 123.61	123.61	128.7	STIELER, IRENE	YES
14140	STIELER, IRENE	ABS A0139 FISHER, SUR 565, ACRES 1.81	1.81	0.3	STIELER, IRENE	NO
41584	STIELER, IRENE	WOOD TRAILS RCH LOT PT 9, PT 10 ACRES 10.0	3	0.8	STIELER, IRENE	NO
41594	STIELER, IRENE	ABS A0139 FISHER, SUR 565, BLOCK (PT 156.91 ACS), ACRES 5.0968	10	7.5	STIELER, IRENE	NO
67667	STOUTAMIRE, PAUL STEPHEN	ABS A0139 FISHER, SUR 565, BLOCK (PT 156.91 ACS), ACRES 5.0968	10	2.6	STIELER, IRENE	NO
61226	STOUTAMIRE, PAUL STEPHEN	SHEPARD HILLS ESTS LOT 9 ACRES 9.28	9.28	157.1	STOUTAMIRE, PAUL STEPHEN	YES
61227	STOUTAMIRE, PAUL STEPHEN	SHEPARD HILLS ESTS LOT 8 ACRES 8.64	8.64	8.9	STOUTAMIRE, PAUL STEPHEN	NO
66759	SUESS, GENE G & ROSEMARY E	SHEPARD HILLS ESTS LOT 8-B (REPLAT), ACRES 7.93	7.93	8.4	STOUTAMIRE, PAUL STEPHEN	NO
13619	SWANSON, DONALD L & NANCY P	TWIN SPRINGS RANCHES LOT 6 ACRES 25.0	25	24.9	SUESS, GENE G & ROSEMARY E	NO
16393	SWANSON, DONALD L & NANCY P	ABS A0111 CROOK, SUR 61, ACRES 31.26	31.26	3.1	SWANSON, DONALD L & NANCY P	NO
16394	SWANSON, DONALD L & NANCY P	ABS A0111 CROOK, SUR 61, ACRES 31.26	31.26	34.8	SWANSON, DONALD L & NANCY P	YES
520511	SWANSON, DONALD L & NANCY P	ABS A0306 SAWYER, SUR 109, BLOCK (PT 151 ACS), ACRES 2.0	2	8.2	SWANSON, DONALD L & NANCY P	NO
15745	THOMASON, KENNETH C & CAROL B	WHISKEY RIDGE RANCHES SEC ONE/TWO LOT 15-A (REPLAT), ACRES 142.3	142.3	107.0	SWANSON, DONALD L & NANCY P	YES
15750	THOMASON, JOHN M	ABS A0254 MESSER, SUR 41, ACRES 470.451	470.451	464.8	THOMASON, KENNETH C & CAROL B	YES
15750	THOMASON, JOHN M	ABS A0254 MESSER, SUR 41, ACRES 53.04	53.04	2.6	THOMASON, JOHN M	NO
68472	THOMPSON, SCOTTIE S & CYNTHIA A	ABS A0254 MESSER, SUR 41, ACRES 53.04	53.04	50.8	THOMPSON, JOHN M	YES
17852	TREADAWAY, EMORY E &	TWIN SPRINGS II LOT 23-A (REPLAT), ACRES 25.59	25.59	26.5	THOMPSON, SCOTTIE S & CYNTHIA A	YES
19703	TREADAWAY, EMORY E &	TWIN SPRINGS II LOT 23-B (REPLAT), ACRES 27.22	27.22	23.3	THOMPSON, SCOTTIE S & CYNTHIA A	NO
		ABS A0735 C&M RY, SUR 1435, ACRES 15.6100	15.61	23.0	TREADAWAY, EMORY E &	NO
		ABS A0901 GS&SR RY, SUR 1767, ACRES 85.92	85.92	76.9	TREADAWAY, EMORY E &	YES

21667	TREADAWAY, E E 'BUD' TTEE	ABS A1593 KNOX, SUR 2436 BLOCK (PT 229.15 ACS), ACRES 51.69	51.69	43.3	TREADAWAY, EMORY E &	YES
21946	TREADAWAY, E E 'BUD' TTEE	ABS A1687 CAM, SUR 1436 BLOCK (PT 229.15 ACS), ACRES 106.59	106.59	116.1	TREADAWAY, EMORY E &	YES
22180	TREADAWAY, E E 'BUD' TTEE	ABS A1764 STOVE, SUR 1842 BLOCK (PT 413.66 ACS), ACRES 15.28	15.28	15.1	TREADAWAY, EMORY E &	NO
22253	TREADAWAY, E E 'BUD' TTEE	ABS A1808 NICHOLS, SUR 1824 BLOCK (PT 229.15 ACS), ACRES 11.32	11.32	3.9	TREADAWAY, EMORY E &	NO
22255	TREADAWAY, E E 'BUD' TTEE	ABS A1808 NICHOLS, SUR 1824 BLOCK (PT 229.15 ACS), ACRES 45.0	45	56.0	TREADAWAY, EMORY E &	YES
22764	TREADAWAY, E E 'BUD' TTEE	ABS A2066 NICHOLS, SUR 1824 BLOCK (PT 229.15 ACS), ACRES 11.89	11.89	12.9	TREADAWAY, EMORY E &	NO
29896	TREADAWAY, E E 'BUD' TTEE	INGRAM HILLS BLK (PT 413.66 ACS) LOT 41 ACRES 5.6	5.6	5.6	TREADAWAY, EMORY E &	NO
29898	TREADAWAY, E E 'BUD' TTEE	INGRAM HILLS BLK (PT 413.66 ACS) LOT 42 ACRES 5.27	5.27	5.2	TREADAWAY, EMORY E &	NO
60119	TREADAWAY, E E 'BUD' TTEE	ABS A1687 CAM, SUR 1436 BLOCK (PT 183.85 ACS), ACRES 177.14	177.14	177.6	TREADAWAY, EMORY E &	YES
503253	TREADAWAY, E E 'BUD' TTEE	ABS A1593 KNOX, SUR 2436 BLOCK (PT 413.66 ACS), ACRES 204.0	204	197.2	TREADAWAY, EMORY E &	YES
503256	TREADAWAY, E E 'BUD' TTEE	ABS A1687 CAM, SUR 1436 BLOCK (PT 413.66 ACS), ACRES 2.37	2.37	10.5	TREADAWAY, EMORY E &	NO
520563	TREADAWAY, EMORY E &	ABS A0735 CAM RY, SUR 1435, TRACT 5, ACRES 45.64	45.64	45.7	TREADAWAY, EMORY E &	YES
528399	TREADAWAY, E E 'BUD' TTEE	ABS A1593 KNOX, SUR 2436 BLOCK (PT 183.85 ACS), ACRES 4.0	4	4.3	TREADAWAY, EMORY E &	NO
66774	TRUITT, NORMAN & KRISTEN	TWIN SPRINGS RANCHES LOT 21 ACRES 41.18	41.18	41.2	TRUITT, NORMAN & KRISTEN	YES
63312	TURNER, JEFFREY & BRENDA	ABS A0226 L W LONG, SUR 0138 TRACT (INDIAN CREEK RANCH), ACRES 102.83	102.83	103.7	TURNER, JEFFREY & BRENDA	YES
503130	TURNER, JEFFREY & BRENDA	ABS A0132 T EARHARDT, SUR 137, ACRES .12	0.12	0.1	TURNER, JEFFREY & BRENDA	NO
503158	TURNER, JEFFREY & BRENDA	ABS A0226 L W LONG, SUR 0138 BLOCK (INDIAN CREEK RANCH), ACRES .25	0.25	0.2	TURNER, JEFFREY & BRENDA	NO
520388	TURNER, JEFFREY & BRENDA	ABS A0226 L W LONG, SUR 0138 BLOCK (ROAD 50X933.2), ACRES 1.15	1.15	0.9	TURNER, JEFFREY & BRENDA	NO
66775	TWIN SPRINGS RANCH OWNERS	TWIN SPRINGS RANCHES LOT PARK ACRES 26.41	26.41	26.4	TWIN SPRINGS RANCH OWNERS	YES
66776	TWIN SPRINGS RANCH OWNERS	TWIN SPRINGS RANCHES LOT ROADS ACRES 25.17	25.17	25.3	TWIN SPRINGS RANCH OWNERS	YES
69475	TWIN SPRINGS RCH OWNER ASC	TWIN SPRINGS II LOT (PRIVATE RD-CAREFREE TRAIL), ACRES 4.23	4.23	4.2	TWIN SPRINGS RANCH OWNERS	NO
502438	V AND K, LIMITED PARTNERSHIP	ABS A0788 GC&SF RY, SUR 1513 BLOCK (INDIAN CRK RCH), ACRES 99.88	99.88	100.8	V AND K, LIMITED PARTNERSHIP	YES
28341	VALLE VISTA, LP	JACK HALL LOT 8 PT ACRES 13.58	13.58	13.9	VALLE VISTA, LP	NO
28344	VALLE VISTA, LP	JACK HALL LOT 9 PT ACRES 19.36	19.36	19.2	VALLE VISTA, LP	NO
28347	VALLE VISTA, LP	JACK HALL LOT 10-A (SCENIC VALLEY MHP), ACRES 10.87	10.87	10.9	VALLE VISTA, LP	NO
28350	VALLE VISTA, LP	JACK HALL LOT 10-B PT ACRES 5.05	5.05	4.7	VALLE VISTA, LP	NO
28355	VALLE VISTA, LP	JACK HALL LOT 11 PT ACRES 10.1	10.1	10.1	VALLE VISTA, LP	NO
19014	VAN HOOZER, DAVID	ABS A0735 CAM RY, SUR 1435, ACRES 15.7900	15.79	15.8	VAN HOOZER, DAVID	NO
19018	VAN HOOZER, DAVID	ABS A0735 CAM RY, SUR 1435, ACRES 1.0	1	1.0	VAN HOOZER, DAVID	NO
45786	VAN HOOZER, DAVID	ABS A0735 CAM RY, SUR 1435, ACRES 26.3800	26.38	26.4	VAN HOOZER, DAVID	YES
45787	VAN HOOZER, DAVID	ABS A0901 GS&SR RY, SUR 1767, ACRES 8.54	8.54	8.4	VAN HOOZER, DAVID	NO
520559	VAN HOOZER, DAVID	ABS A0735 CAM RY, SUR 1435, TRACT 6 (OUT OF 322.58 ACS), ACRES 45.74	45.74	45.9	VAN HOOZER, DAVID	YES
520561	VAN HOOZER, DAVID	ABS A0735 CAM RY, SUR 1435, TRACT (OUT OF 322.58 AC TR), ACRES 13.01	13.01	13.0	VAN HOOZER, DAVID	NO
19012	VAN HOOZER, JOHN A	ABS A0735 CAM RY, SUR 1435, TRACT (PT 9.27 HOME PLACE), ACRES 5.98	5.98	6.8	VAN HOOZER, JOHN A	NO
19013	VAN HOOZER, JOHN A	ABS A0735 CAM RY, SUR 1435, TRACT 1 (OUT OF 322.58 AC TR), ACRES 39.45	39.45	39.1	VAN HOOZER, JOHN A	YES
19701	VAN HOOZER, JOHN A	ABS A0901 GS&SR RY, SUR 1767, TRACT PT TR D OUT 86.76 ACRES 31.9	31.9	29.9	VAN HOOZER, JOHN A	YES
47609	VAN HOOZER, JOHN A	ABS A0901 GS&SR RY, SUR 1767, BLOCK (22.95), ACRES 5.32	5.32	22.7	VAN HOOZER, JOHN A	NO
60639	VAN HOOZER, JOHN A	ABS A0901 GS&SR RY, SUR 1767, TRACT 4, ACRES 5.32	5.32	5.3	VAN HOOZER, JOHN A	NO
60640	VAN HOOZER, JOHN A	ABS A0901 GS&SR RY, SUR 1767, ACRES 5.18	5.18	6.3	VAN HOOZER, JOHN A	NO
520506	VAN HOOZER, JOHN A	ABS A0901 GS&SR RY, SUR 1767, BLOCK (PT 9.27 HOME PLACE), ACRES 3.29	3.29	2.6	VAN HOOZER, JOHN A	NO
520562	VAN HOOZER, JOHN A &	ABS A0735 CAM RY, SUR 1435, TRACT WELL, (OUT OF 322.58 AC TR), ACRES .13	0.13	0.1	VAN HOOZER, JOHN A	NO
520566	VAN HOOZER, JOHN A	ABS A0735 CAM RY, SUR 1435, TRACT 2 (OUT OF 322.58 AC TR), ACRES 45.74	45.74	45.5	VAN HOOZER, JOHN A	YES
66770	WALLIN, JOHN DAVID &	TWIN SPRINGS RANCHES LOT 17 ACRES 27.46	27.46	27.6	WALLIN, JOHN & PEARCE, CAROLYN	YES
68471	WARTHEN, JAMES G & SANDRA A	TWIN SPRINGS II LOT 22 ACRES 25.94	25.94	26.2	WARTHEN, JAMES G & SANDRA A	YES
61540	WATSON, WILLIAM M	CREEKWOOD I-C LOT 24, ACRES 33.07	33.07	33.1	WATSON, WILLIAM M	YES
64302	WEST BLAINE INVESTMENTS, LP	CREEKWOOD V LOT 1-A (REPLAT), ACRES 380.19	380.19	379.9	WEST BLAINE INVESTMENTS, LP	YES
17440	WHEATCRAFT, INC	ABS A0385 WALL, SUR 66 BLOCK (GRAVEL PIT-NEXT TO COMMANCHE TRACE), AC R	71.5	71.4	WHEATCRAFT, CURTIS	YES
17096	C WHELAN RANCHES, LTD	ABS A0348 WALLACE, SUR 114, BLOCK (PT 330.44 ACS), ACRES 4.3	4.3	2.8	WHELAN, CHARLES & CINDY	NO
18754	WHELAN, CHARLES J & CINDY	ABS A0685 HE&WT RY, SUR 1431, BLOCK (PT OF 330.44 AC TR), ACRES 4.12	4.12	2.1	WHELAN, CHARLES & CINDY	NO
18827	C WHELAN RANCHES, LTD	ABS A0695 JOSEY, SUR 1377, BLOCK (PT OF 330.44 AC TR), ACRES 48.2	48.2	54.8	WHELAN, CHARLES & CINDY	YES
68667	C WHELAN RANCHES, LTD	ABS A0685 HE&WT RY, SUR 1431, BLOCK (PT 330.44 ACS TR), ACRES 236.5	236.5	233.9	WHELAN, CHARLES & CINDY	YES
68473	WHITE, MICHAEL T &	TWIN SPRINGS II LOT 24 ACRES 36.9	36.9	36.7	WHITE, MICHAEL T & CYNTHIA	YES
15459	UVALDE CEN, INC	ABS A0246 MARTINEZ, SUR 125, TRACT (OUT 222.33 ACS), BLOCK (PT 239.06 A	164.04	165.5	WILLIAMS JR, ELMER FRANKLIN	YES
47115	WILLIAMS E F & MARY L	ABS A0246 MARTINEZ, SUR 125, BLOCK (PT 239.04 AC TR), ACRES 3.5	3.5	2.1	WILLIAMS JR, ELMER FRANKLIN	NO
49134	WILLIAMS E F & FRANK WILLIAMS	ABS A0246 MARTINEZ, SUR 125, BLOCK (OUT 150 ACS), ACRES 2.11	2.11	1.8	WILLIAMS JR, ELMER FRANKLIN	NO
62712	WILLIAMS, ELMER F & MARY L	ABS A0246 MARTINEZ, SUR 125, BLOCK (OUT 150 ACS), ACRES 2.11	2.11	0.1	WILLIAMS JR, ELMER FRANKLIN	NO
64742	WILLIAMS, E F & MARY L	ABS A0246 MARTINEZ, SUR 125, TRACT (OUT 222.33 AC TR), ACRES 25.21	25.21	24.9	WILLIAMS JR, ELMER FRANKLIN	NO
69152	WILLIAMS, FRANK & JANICE	ABS A0246 MARTINEZ, SUR 125, TRACT (PT 239.06 ACS), ACRES 12.01	12.01	13.4	WILLIAMS JR, ELMER FRANKLIN	NO
15622	WREN, THOMAS W MRS	ABS A0247 MARTINEZ, SUR 124, ACRES 94.0	94	83.8	WILLIAMS JR, ELMER FRANKLIN	NO
20729	WREN, THOMAS W MRS	ABS A1242 MK&T RY, SUR 1861, ACRES 2.0	2	1.2	WREN, THOMAS W MRS	YES
20730	WREN, THOMAS W MRS	ABS A1242 MK&T RY, SUR 1861, ACRES 3.0	3	3.7	WREN, THOMAS W MRS	NO
20731	WREN, THOMAS W MRS	ABS A1242 MK&T RY, SUR 1861, ACRES 162.99	162.99	168.0	WREN, THOMAS W MRS	YES

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Receive a report from KEDF regarding their priorities and program objectives for 2010 and establish economic development priorities for the City of Kerrville.

FOR AGENDA OF: 2-9-10

DATE SUBMITTED: 2-4-10

SUBMITTED BY: Todd Parton
City Manager

CLEARANCES: Todd Parton
City Manager

EXHIBITS:

KEDF Program Overview
Kerrville/Kerr County Economic Development Strategic Plan - 2008

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
TBD	TBD	TBD	

PAYMENT TO BE MADE TO: TBD

REVIEWED BY THE FINANCE DEPARTMENT: NA

SUMMARY STATEMENT

Attached is a summary report submitted by KEDF that provides an overview of the organization's economic development programming for 2010. KEDF will make a presentation to the City Council to discuss their priorities for this year and the programming activities that they are undertaking to achieve those priorities.

In addition to the report from KEDF, this agenda item allows the City Council to discuss economic development priorities specific to the City of Kerrville. As part of this discussion, the City Council may discuss how the city's economic development priorities may be coordinated with those of KEDF. A copy of the Kerrville/Kerr County Economic Development Strategic Plan – 2008 has also been attached to this report. It includes an analysis of the city's primary industries and contains some implementation strategies on how to cultivate those economic opportunities.

The city's two major industries are healthcare and tourism. Together, these two industries account for the majority of the community's employment and commercial tax base. Kerrville also experiences a significant amount of retail leakage and needs to take steps to develop retail opportunities to capture the

retail dollars that leave the community.

This economic development focus is mirrored by KEDF. One of KEDF's primary focuses has been on working with the Peterson Regional Medical Center on recruiting and retaining healthcare professionals.

Recruitment and development of the healthcare industry will be increasingly difficult in the near future. Healthcare professionals are not graduating in numbers that are large enough to keep up with growing demand and vacancies created through attrition. Larger numbers of doctors and nurses are reaching retirement ages and are expected to leave a significant void within the next 10 to 15 years. As a result, there will be a much higher level of competition for the recruitment and growth of healthcare professionals. Alternative delivery methods will need to be developed and educational infrastructure expanded to produce a greater number of professionals to fill the void.

RECOMMENDED ACTION

As an initial economic development priority, the City Council should recognize the critical nature of the impending shortage of healthcare professionals and request that the city's economic partners offer suggestions on how the City Council can support the recruitment efforts already underway.



TELEPHONE 800-370-8777 FAX 800-370-8778

(717) 861-2000 • 200A W. 15th St.

TO: Kerrville City Council
FROM: Guy Overby, KEDF President
Date: February 9, 2010
Subject: Economic Development Report & Summary of Activities Jan.14- Feb. 9

Business Development

Business Retention & Expansion Programs

- BRE Program First Quarter visits with major employers in progress. Quarterly visits with the top 10 businesses provide a good measurement on the overall current economic climate in the community. Topics include a review of the business' past year and outlook for 2010. Several talking points are discussed about issues and concerns that may impact the business along with new ideas and plans to for growth. This program is targeted to expand significantly upon Task Force recommendations, pending approval from all economic partners.
- KEDF has been working with economic partners discussing possible future plans with a developer who recently purchased property in the 1100 block of Junction Highway. KEDF will continue to work our economic partners and assist developer with this project as it moves forward.
- KEDF will be providing updates and comments on the USDA ARS KBUSLIRL project to EIC on Monday, February 15th. February 5th marked the second anniversary of the agreement of the KEDF/EIC agreement to allow local community efforts to build the network and gather support from stakeholders who benefit from the local ARS research from the Kerrville facility. Current status is that over \$4 million federal dollars have been invested in this project for the feasibility and design & engineering phases, which have been completed. This project is vital to the protection of our nation's cattle and livestock industry. KEDF continues to accumulate letters of support from stakeholders on a weekly basis. Numerous high-level contacts have been initiated by KEDF, requesting their support; meetings will be forthcoming with those supporters.
- One EIC application was presented and discussed with a local business wanting to expand its operation in the community.
- KEDF continues to develop and support efforts to assist the possible expansion of one our major employers in the community. Logical business expansion opportunity for the community over the next five years. A BRE program opportunity and significant benefit to the community.



ESTABLISHED 1957 - REVISED 12/10/07-08

City of Kerrville - Kerrville, Texas

- Meeting of area business outside of city limits discussing business timeline when expansion of his operations will be announced.
- Planning meeting with UTSA SBDC officials and discussion on current program expanding services in Kerrville and surrounding communities.
- Preparing Economic Impact Analyses on several projects. Studies provide an understanding of direct and indirect benefits to the community.
- Two other meetings held with updates on current business climate of their operations and expectations for the coming year.

Business Recruitment

- Meeting held with outside business exploring location in Kerrville community. (healthcare related)
- Multiple meetings with business prospects inquiring about land, incentives and overall community environment. (healthcare related)
- Out of town visit with potential downtown business prospect.

Marketing

- Demographics update on jobs, employers and wages on KEDF website.
- Incentive packets delivered to business prospects Jan. 14-Feb 9 (5)
Total packets as of 1-4-10 for business prospects (10)
- EIC applications delivered to business prospects (1)

Financials

- Supervision of paying monthly expenses and acquiring authorized signatures for paying bills.
- KEDF weekly deposits and supervision of fair share contributions made to the organization.
- Preparing end of month reports with KEDF Secretary/Treasurer.

Media/Public Relations

- EDF Report for March edition of Kerrville Area Business Magazine.
- Guest on local media outlet discussion economic development news.
- Provide economic data to local media outlets for news and information.



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Other Economic Development meetings attended and activities supporting ED efforts:

- Hill County Veterans Council
- Task Force meetings (4)
- Civic club activities (2 guests to meetings)
- City Manager meetings with staff (2)
- KEDF Leadership meeting
- KEDF Executive Board meeting
- KCDC meeting
- City Council meetings (2)
- EIC meeting
- Alamo College Greater Community College Center Dedication Ceremony
- Economic Development presentations to economic partners (2)

Kerrville/Kerr County

Economic Development Strategic Plan

2008



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ECONOMIC DEVELOPMENT FOUNDATION

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EDSC Members

Todd Bock - Kerrville City Councilman Pct. 1
Chuck Coleman - Kerrville City Councilman Pct. 4
Bill Crumrine - Economic Improvement Corporation
Bob Waller - Broadway Bank of Kerrville
Roland Pena - LCRA Representative
Kurt Schlunegger - Inn of the Hills Resort & Conference Center
Kyle Priour - Economic Improvement Corporation
Commissioner Bill Williams - Kerr County, Pct. 2
Honorable Judge Pat Tinley - Kerr County

EDSC Resource Members

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Brian Bondy - Kerrville Area Chamber of Commerce
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Gaylyn Dieringer - Alamo WorkSource
Warren Ferguson - Schreiner University
Clint Morris - Alara Consulting Services
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Executive Summary

The economic development environment facing Kerrville and other Hill Country communities has changed significantly over the past 20 years. Economic development was once largely focused on corporate recruitment, with cost considerations the driving force and the competition almost entirely domestic. Today, while competition for new business investment has never been fiercer, a variety of additional factors are evolving the role of economic development. Overseas outsourcing, the aging of the population, the application of technology in traditional sectors, the emerging role of the "creative class," and shifting consumer tastes mean that communities have more opportunities than ever to establish their competitive niche.

Background

To better understand how to leverage its unique assets in this multi-faceted environment, the Kerrville Economic Development Foundation (KEDF) engaged TXP to develop the Kerrville/Kerr County Economic Development Strategy. The creation of this Strategy involved a significant community-wide effort that brought together a variety of groups that can influence the long-term direction of the local economy. The Kerrville Area Chamber of Commerce, Kerrville Convention and Visitors Bureau, KEDF, City of Kerrville, Kerr County, and other leadership groups came together to contribute their time and ideas to the Strategy. The findings and recommendations reflect the culmination of extensive local research, including multiple interviews and public meetings, best practices, and TXP's professional experience and expertise.

To further engage the community in the Strategic Planning process, TXP launched an Economic Development Survey of Kerrville/Kerr County residents and businesses. The survey, conducted between June and July 2007, provided TXP with insight into local opinions about issues pertaining to economic development. Within Kerr County, a total of 1,036 surveys were completed, 790 from local residents and 246 from local businesses. This impressive rate of response is indicative of the community's strong interest in increasing the area's economic prosperity.

This Strategy was designed to address the needs of existing residents and employers while taking a long-term view of what is required to enhance prosperity and quality of life in Kerrville/Kerr County. What resulted was a candid but ultimately optimistic picture of the region's future.

Highlights

During the planning process, a number of themes emerged from discussions with stakeholders, community input and business surveys, and the SWOT analysis. Unlike some communities that are struggling for survival, Kerrville/Kerr County is in an enviable position. Many of the elements needed to enhance prosperity and quality of life already exist, but need better alignment and coordination to maximize the area's potential. TXP has grouped these major themes into broad categories that capture the essence of

economic development in the region. To assist the reader, TXP has developed a series of major findings that reinforce the economic analysis and community survey results while serving as a bridge to the recommendations section of the report.

1. **Kerrville/Kerr County is blessed with an unusually high number of unique assets.** The beauty of the Hill Country (which helped create the camps in western Kerr County), Schreiner University, a variety of cultural institutions, the airport, and the hospitals are all elements that can have an impact on the community's long-term economic future. Many communities of comparable size enjoy one or two similar assets, but it is uncommon to find so many concentrated in one area.
2. **"Kerrville" is a powerful brand with an excellent reputation in Texas, and growing recognition elsewhere in the US and internationally.** A number of factors have helped put Kerrville on the map for years, not the least of which have been Texans coming to camp as children and the Kerrville Folk Festival as adults. Decades of tourist activity have built the community's name recognition and resulted in a positive national image. In addition, Kerrville/Kerr County is home to a population of people who love living there. Many residents have chosen Kerrville/Kerr County as a destination, often moving there from larger cities because of the high quality of life. As a result, the local population has great potential to become a strong ally for economic development.
3. **Major employers of long standing, regional commercial activity, retirees, and a tourism sector that is based on repeat business and regional associations mean that the local economy is fairly stable, and somewhat insulated from national business cycle trends.** No local economy is immune from business cycles, but Kerrville's economic base is more stable than most, with its emphasis on serving consumers with steady income, the prominence of health care, and visitors who tend to return.
4. **While Kerrville remains a center for retirees, their demographics are changing, with a surge in non-Texans who typically are younger and more affluent.** The success of Comanche Trace and a number of new upscale developments in western Kerr County is indicative of the changes (along with the rise in foreign cars and non-Texas accents around town), as well-heeled retirees come from Texas major metros (especially the Houston area) and out-of-state (with a number from California and Colorado). The real impact will be felt in the future, as new housing builds out and new residents become more fully integrated into the community.
5. **Kerrville/Kerr County's proximity to Austin and San Antonio is both a blessing and a curse.** Depending on the lens through which the situation is

viewed, the proximity of Kerrville/Kerr County to Austin and San Antonio is either a blessing or a curse. From the consumer's point of view, the glass is half-full – expanded recreational and shopping opportunities, a major commercial airport, and health care above and beyond what is available locally are as close as an hour or so away. Undoubtedly, proximity to these and other amenities has been a positive influence in recruiting retirees. From an economic development perspective, however, this "leakage" of dollars down the highway has a negative economic impact on the local economy. Perhaps more importantly, the perception of greater employment opportunities (and wider housing options) elsewhere has been a drain on the local labor force.

6. **The community appears primed to support economic development.** When asked as part of the community survey if they supported the statement that economic development success is defined as "Enhanced prosperity and quality of life for Kerrville/Kerr County," 4 out of 5 respondents agreed. This statement was further defined by the following characteristics:

- Higher income levels
- Increased retail and entertainment options
- Greater job opportunities within the county
- Larger and more diversified tax base
- Overall growth while protecting the unique character of the region

This is a pretty clear message – the challenge is now to execute and deliver.

7. **The availability and quality of the workforce is a top-of-mind issue for local businesses.** It is telling that the business survey cites a shortage of workers, technical skills, and the cost of living as issues related to employee recruitment, findings reinforced by numerous direct conversations with a variety of local stakeholders. Labor force is perhaps the most significant economic development challenge facing Kerrville/Kerr County.

8. **Housing is a key issue for economic development in Kerrville/Kerr County.** Signs of change appear almost daily throughout Kerr County, as new upscale developments compete to attract affluent residents from throughout Texas and elsewhere. While data is limited, the numbers that are available are striking, with the average value of a residential building permit almost doubling from \$152,219 during 2002/3 to \$275,403 thus far this year. Aside from reflecting the demographics of new residents, this sharp rise in the cost of new housing has rippled through to the rest of the market, contributing to an overall increase in local housing costs. The implications for the labor force are significant – to the extent that local wages have not kept pace with the higher housing costs, the ability and willingness of workers to remain in Kerr County is diminished.



9. **Labor force limitations suggest that target industries must build on existing assets, with large-scale job creation due to significant relocation unlikely in the near term.** The implication is that employment growth will come from existing firms and/or smaller relocations. Smaller firms likely will be a significant part of the mix, especially in sectors that can take advantage of both the quality of life amenities and the area's evolving demographics.
10. **Expanding the recreational and retail capacity of the community will serve both residents and tourists.** In Kerrville/Kerr County, entertainment, retail trade, and consumer services (including certain types of housing) are valid targets for economic development. As an example, a destination retail/entertainment project not only attracts regional shoppers, but also helps stop retail leakage to San Antonio. Since Kerrville/Kerr County is not a major exporter of manufactured goods, enhancing local retail and entertainment options is especially important in light of new developments in surrounding communities.
11. **Downtown is a focal point for near-term action.** The *Kerrville Daily Times* recently opined that "a healthy and vibrant downtown benefits all concerned — the city, businesses, tourists and residents — in the form of an area that generates tax revenues from profitable businesses." TXP concurs — downtown has the potential to be a focal point for the community, both in terms of the day-to-day lives of local residents and as a significant element of the attractions that make Kerrville/Kerr County appealing to both tourists and those relocating to the area. The movement of Sid Peterson and the closure of Schreiner Department store have heightened the stakes, but have also created an opportunity to revitalize downtown in a manner that both enhances quality of life and maximizes economic development.
12. **A range of tools will be necessary to create change in the disadvantaged community.** A variety of input (focus groups, the community survey, and a number of individual conversations) all point at the fact that the opportunities available to the "working poor" are fairly limited. Education, transportation, and access to capital are all areas where progress can be made, which in combination with other economic development efforts hopefully will yield greater job opportunities and increased prosperity for this segment of the community.

Recommendations

Based on these key themes, TXP created five priority recommendations and action items that are critical to the region's economic development potential. With commitment, these priority recommendations are both attainable and sustainable (consistent with the long-term economic growth that does not harm the community's unique character). This commitment must begin within the KEDF as it takes a strong leadership position in coordinating Kerrville/Kerr County's economic development efforts. The KEDF's most

signification contribution will be that of community advocate for change in each of these five priority areas.

- Priority 1 – Focus on a select group of target industries that offer the best prospects for recruitment.
- Priority 2 – Adopt incentive policy guidelines that are competitive with other regions while protecting the tax base.
- Priority 3 – Ensure that economic opportunity and advancement are available to all Kerrville/Kerr County residents by growing the middle class.
- Priority 4 – Enact a coordinated economic development marketing campaign that increases awareness and perception of the community to the outside world.
- Priority 5 – Implement the strategies in such a way that maximum flexibility and accountability are maintained.

As the business and community surveys indicate, the residents of Kerrville/Kerr County are comfortable with pursuing economic growth that enhances prosperity and preserves local quality of life. The findings, strategies, policies, and action items contained in this report are designed to serve as a roadmap toward that goal, and should provide guidance for the next several years. However, conditions inevitably will change, and local economic development efforts must respond. In that light, it is important to see this effort as not just a static plan, but as the beginning of an ongoing process. If Kerrville/Kerr County succeeds in creating an environment in which the community remains engaged in economic development, the community will ultimately benefit from this Strategy and the positive results that will come from it.



Section 1 -- Introduction

The economic development environment facing Kerrville and other Hill Country communities has changed significantly over the past twenty years. Economic development was once largely about corporate relocation and expansion, with cost considerations the driving force and the competition almost entirely domestic. Today, while competition from other communities has never been fiercer, a variety of additional considerations are shaping the landscape. For example, trends in the global economy (such as outsourcing), evolving demographics (including the aging of the population), the rising use of technology in non-technology industries (such as the medical sector), the emerging role of the "creative class," (who increasingly can choose where they live and work) and shifts in consumer preferences (reflected in demand for specific goods and services, recreation, and land use patterns) all have an impact on the performance of a local economy.

Beyond these broad trends, specific local factors will shape Kerrville/Kerr County's pace and direction, as the community has unique assets and challenges that can be brought to bear and must be addressed. To assist in this process, the Kerrville Economic Development Foundation (KEDF) engaged TXP to develop a plan of action, which occurred over a five-month period. The findings and recommendations reflect the culmination of extensive local research, public input, best practices, and TXP's professional experience and expertise.

The creation of this Strategy involved a community-wide effort that brought together Kerrville/Kerr County groups that influence economic development in the community such as the Kerrville Area Chamber of Commerce, Kerrville Convention and Visitors Bureau, and KEDF. Given the numerous groups and activities currently affecting economic development throughout the county, TXP's first goal was to identify top priorities for the next five years. Those priorities drove the development of the recommendations and tactics contained in this Strategy. A number of potentially viable tactics were excluded from this report because they did not align with organizational capacity or represent a significant return on investment.

Throughout the report, the term "Kerrville/Kerr County" is used to convey the community-wide spirit of this process. Kerrville is clearly the main driver of the regional economy, but there is a noticeable amount of economic activity outside of the city. Going forward, it is likely that many economic development opportunities will take place throughout the county. Given the size of the area, each jurisdiction will positively benefit from activity that occurs within the County borders. The term is not intended to exclude any group from participating in economic development, but rather serves as a general description of the region. This Strategy should be viewed as a living document that is reviewed and updated as the economic development program progresses, with action items eliminated as they are accomplished and new ones added as the community evolves.

Section 2 – Kerrville/Kerr County Socioeconomic Context

Summary of Economic Trends and Outlook

The Kerrville/Kerr County area economy grew gradually over the past two decades, remaining somewhat independent of statewide economic cycles. Unlike the larger Texas metropolitan areas that were hit by the technology sector collapse from 2000 to 2004, for example, Kerrville/Kerr County's employment base added over 1,000 jobs in that same period. Much of this growth is linked to four economic factors: 1) residential construction related to the influx of retirees, 2) the opening of two major home improvement big box stores, 3) an expanding healthcare sector, and 4) the re-emergence of some traditional manufacturers.

Even though Kerrville/Kerr County's employment base experienced steady growth over the past ten years, the average wage for a Kerr County-based job (\$28,510) is almost 30 percent below the state average (\$39,637). This trend is of interest since data from the U.S. Bureau of Economic Analysis indicates that job commuters to Kerr County take out more money than Kerr County residents bring in from their jobs based in surrounding counties (known as the adjustment for place of residents). An analysis of the data reveals that much of the job growth in Kerrville/Kerr County has been in lower wage sectors such as retail trade and hospitality. Moreover, interviews with area residents confirm that it is difficult to find jobs paying \$10 to \$15 per hour.

The major force influencing overall economic growth has been the steady in-migration of retirees to Kerrville/Kerr County. In contrast to a 16 percent employment growth rate from 2000 to 2006, the County's population has only grown 8 percent over this same period. As a point of reference, Kendall County's population growth rate was 28 percent over the past six years. Given the age of people migrating to Kerrville/Kerr County, the community experiences a high churn rate of residents without a corresponding high population or labor force growth rates.

This unique demographic pattern contributes to an already tight labor market for local employers. Based on the results of a Kerrville/Kerr County Business Survey, a major issue for businesses is labor force supply and preparedness. This issue is made worse by the proximity of two large metropolitan areas - Austin and San Antonio. Not only are wages higher in these markets, the housing stock is more plentiful and less expensive.

While the following sections and appendices provides greater detail and discussion of the economic trends facing Kerrville/Kerr County, TXP believes a number of key factors will help shape the area's economic landscape:

- *Over the next five years, growth in Kerrville/Kerr County should remain positive, as the region continues to be an attractive location for retirees and the westward expansion of greater San Antonio progresses along Interstate-10. TXP estimates*

that Kerrville/Kerr County's population will expand 10-12 percent over the next ten years.

- *The successful completion and relocation of the Peterson Regional Medical Center away from downtown might put downward pressure on overall job growth. Not only does this project employ a large number of construction workers, but the medical complex serves as downtown's economic anchor. Absent the redevelopment of this area, some downtown businesses might not survive.*
- *Even with the increasingly competitive and difficult environment for domestic manufacturers, Kerrville/Kerr County should maintain its current manufacturing base. The expansion of Mooney Airplane Company and enhanced utility infrastructure for James Avery, for example, bodes well for the future of manufacturing in the area.*
- *The healthcare sector will remain the dominant force in the Kerrville/Kerr County economy. Over 1/3 of the area's economy is tied to the healthcare sector – well above the state average of 22 percent. Any major change in staffing levels at any of the three major medical complexes will have noticeable effects on the community.*
- *Labor force availability and housing costs will limit how fast the region can expand over the next 5-10 years. Healthcare and tourism-related activity are logical growth sectors, but both the labor force requirements and industry pay scale might dampen major developments. Opportunities do exist for achieving better utilization of existing assets that do not require significant labor force needs – such as capturing a greater percentage of out of town spending by participants attending events at the Hill Country Shooting Sports Center.*
- *Regionalization of the "local" economy will influence Kerrville/Kerr County more than ever before. The expected population growth of the Hill Country and San Antonio will not only close the geographic gap, but economic development activity will create new opportunities and present new challenges. For example, new retail shopping developments along I-10, but outside of Kerrville/Kerr County, might hamper the ability to attract similar projects to the community.*

These forces also played an important role in influencing the strategies and recommendations of the Strategic Plan.

Economic Base & Job Creation

Kerr County's employment base expanded over the past year, adding 200 jobs or a 1.1 percent increase in total employment. In 2006, there were approximately 17,400 Kerr County-based business employees. Health Care and Social Assistance, Accommodation and Food Services, and the Retail Trade sectors play a large role in the Kerr County economy. These three sectors account for more than 50 percent of Kerr County's current total employment, compared to 32 percent for Texas. In the short-term, Kerr County's employment base should remain flat or slightly increase as continued in-migration of retirees, a new hospital, and the completion of the Hill Country Shooting Sports Center, an official United States Olympic training site, may result in a modest increase in total jobs.

Table 1: Kerr County Employment Trends

Description	1996	2001	2005	2006	Change 05:06
Accommodation & Food Services	1,604	1,639	2,043	1,918	-125
Administrative and Support	199	300	544	562	18
Agriculture, Forestry, & Hunting	110	96	86	103	17
Arts, Entertainment, & Recreation	241	265	277	295	18
Construction	722	1,012	1,214	1,245	31
Educational Services	1,443	1,503	1,518	1,485	-34
Finance and Insurance	312	326	505	502	-3
Health Care & Social Assistance	3,098	3,492	4,000	4,088	87
Information	381	378	283	285	3
Management of Companies			30	37	7
Manufacturing	978	956	1,130	1,181	51
Mining	14	22	26	6	-20
Other Services	743	798	751	745	-7
Prof., Scientific & Technical Services	350	500	631	674	43
Public Administration	499	580	614	634	20
Real Estate & Rental and Leasing	184	207	315	325	10
Retail Trade	2,223	2,417	2,689	2,714	25
Transportation & Warehousing	144	176	222	243	22
Unclassified		6	15	18	3
Utilities	135	128	114	119	5
Wholesale Trade	228	277	292	317	25
Total Employment	13,608	15,077	17,195	17,391	197

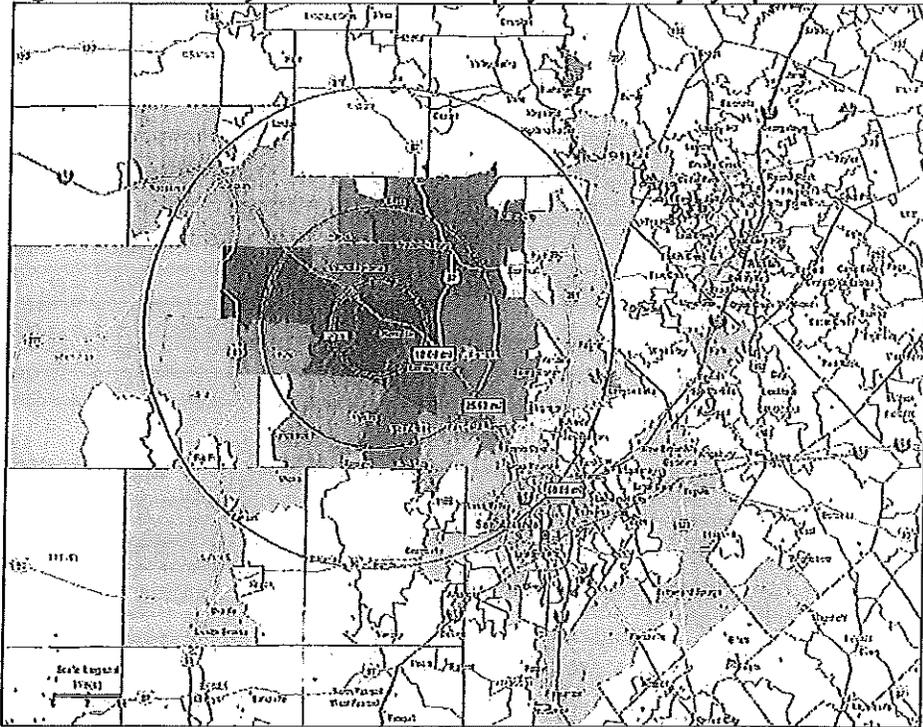
Source: Texas Workforce Commission

In 2006, approximately 21,951 Kerr County's residents were employed. The difference between total Kerr County-based employment (the number of jobs at local businesses) and the number of employed residents (21,951) would seem to indicate that job opportunities for residents appear to be more plentiful outside of the county.

Hypothetically, if all Kerr County-based jobs were filled first by local residents, then approximately 4,600 residents would need to commute for work each day. However, the data from the Community Survey and employment data provided by the major Kerr County employers paint a different picture.

Using employment data provided by major employers (residency by zip code), nearly 19 percent of the employees commute from surrounding counties. Given that TXP received residency data for 4,300 employees, these findings appear valid. In addition, data from the U.S. Bureau of Economic Analysis indicates that job commuters to Kerr County take out more money than Kerr County residents bring in from their jobs based in surrounding counties (known as the adjustment for place of residents). Based on these datasets, 7,700 Kerr County residents commute outside of the county for work. The following map highlights the total number of employees by zip code. Darker shading indicates a higher number of employees reside in the zip code boundaries.

Figure 1: Kerr County-Based Business Employee Residency by Zip Code



Source: TXP

Kerr County Industry Cluster Analysis

Methodology and Approach

Industry cluster analysis is a common approach used in economic development to evaluate the economic base of a region, usually at the county or multi-county level. Clusters are highly-integrated groups of businesses with strong vertical and horizontal linkages. Not only does industry cluster analysis describe the current state, but this technique is often used to identify areas of recruitment opportunity. Industry cluster analysis, however, is a broad concept rather than a precise term. There is not a unified definition of industry clusters or their subcomponents.

In general, a cluster consists of firms and related economic actors and institutions that draw productive advantage from their mutual proximity and connections. First, linkages are established in which businesses build relationships with existing specialized supplier firms throughout a region. Second, these developing clusters attract additional supplier firms and supporting business from outside of the area. Finally, by creating a critical mass of production, labor, and information, related manufacturers and supplier firms are attracted to these developing cluster regions to take advantage of the existing human and physical infrastructure.

A comprehensive analysis of industry cluster techniques released by The Brookings Institute (*Making Sense of Clusters: Regional Competitiveness and Economic Development, 2006*) highlights seven cluster drivers called "microfoundations" of clustering:

Table 2: Cluster Industry Microfoundations

Microfoundations	Description
Labor Market Pooling	Strong market/supply for the distinctive skilled labor needed
Supplier Specialization	Large number of industrial customers in the nearby area create sufficient demand to enable suppliers to acquire and operate expensive specialized machinery
Knowledge Spillovers	Concentration of many people working on a similar set of economic problems produces a widely shared understanding of an industry and its workings
Entrepreneurship	Entrepreneurship includes both the willingness of individuals to form new businesses and the willingness of owners of existing businesses to undertake new ideas
Path Dependence and Lock-In	Set of opportunities available to any particular place will be shaped by the economic activities it has already established.
Culture	Culture may be particularly important in helping local economies and clusters adapt to change over time
Local Demand	Demanding local consumers can pressure firms to innovate and to maintain and improve product quality, which in turn improves their competitiveness in other markets

The Brookings study concludes, "It is difficult for public policy to create new clusters deliberately. Instead, policymakers and practitioners should promote and maintain the economic conditions that enable new clusters to emerge. Such an environment, for example, might support knowledge creation, entrepreneurship, new firm formation, and the availability of capital."

The report highlights the role the public sector can play in cluster development by microfoundation:

- Labor Market Pooling: labor market information, specialized training
- Supplier Specialization: brokering, recruiting, entrepreneurship, credit
- Knowledge-spillovers: networking, public sector research and development support
- Entrepreneurship: assistance for startups, spin-offs
- Lock-In: work to extend, refine, and recombine existing distinctive specializations
- Culture: acknowledge and support cluster organization
- Local Demand: aggregate and strengthen local demand.

Application of Industry Cluster Analysis and Kerrville/Kerr County

To assess the strength of a cluster in a regional economy, the location factors are calculated by comparing the cluster's share of total local employment to the cluster's national share. This quotient will yield a value generally between 0 and 2, where 1.00 demonstrates an equal share percentage between the local and national economies. Cluster location factors greater than 2.00 indicate a strong cluster agglomeration, while those less than 0.50 indicate extremely weak clusters.

The biggest challenge for performing a cluster analysis on Kerrville/Kerr County is data availability. Clusters are typically defined using 6-digit NAICS (a business classification system). Given the employment base size of Kerr County, detailed data is not readily available because government agencies "suppress" data to protect the confidentiality of the businesses. For example, detailed employment and payroll data for the aircraft manufacturing sector is not released for Kerr County because it would reveal specific information about Mooney – the only airplane maker in the region. Therefore, TXP performed a cluster analysis using location quotients at the major NAICS level.

Table 3: Kerr County Employment Trends

NAICS Sector	1996	2001	2006
Accommodation and Food Services	1,5411	1,3673	1,3028
Administrative & Support Services	0,2636	0,3170	0,4883
Agriculture, Forestry, Fishing and Hunting	0,9505	0,8978	0,9375
Arts, Entertainment, and Recreation	1,3226	1,4573	1,3553
Construction	0,9078	1,0210	1,1087
Educational Services	1,0880	1,0204	0,8252
Finance and Insurance	0,5645	0,5152	0,6464
Health Care and Social Assistance	2,0846	2,1408	1,9990
Information	1,0723	0,8493	0,7077
Management of Companies and Enterprises	0,0000	0,0000	0,3718
Manufacturing	0,5619	0,5745	0,7232
Mining	0,0569	0,0905	0,0170
Other Services (except Public Administration)	1,7498	1,7626	1,5124
Professional, Scientific, and Technical Services	0,5896	0,6523	0,6204
Public Administration	0,8064	0,9312	0,8792
Real Estate and Rental and Leasing	0,7370	0,7267	1,0253
Retail Trade	1,2986	1,3268	1,3613
Transportation and Warehousing	0,2437	0,2631	0,3216
Unclassified	0,0000	0,6900	0,5159
Utilities	1,0766	1,0065	0,9158
Wholesale Trade	0,3339	0,3627	0,3632

Source: TXP, Texas Workforce Commission

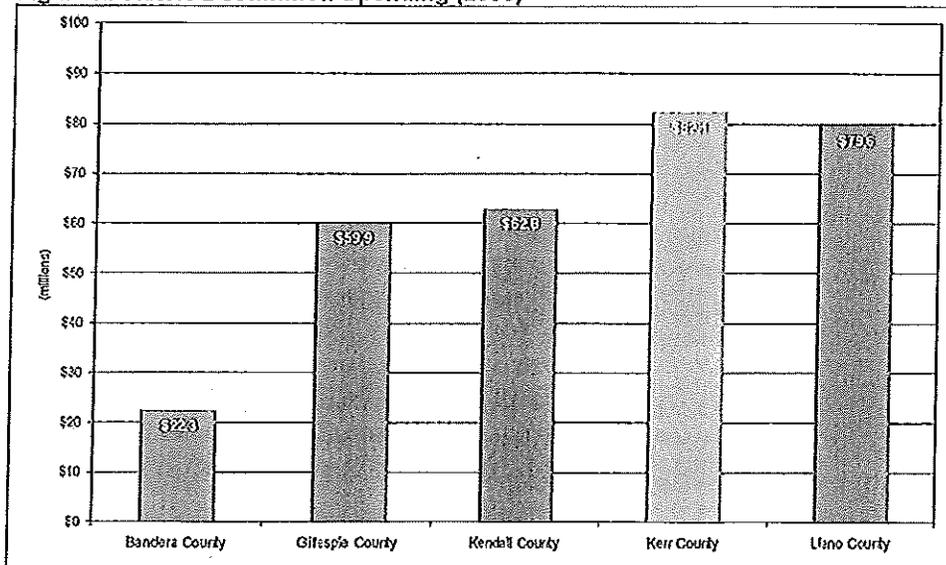
- Kerr County has sizeable concentrations of Accommodation and Food Services; Arts, Entertainment, and Recreation; Health Care and Social Assistance; and Retail Trade clusters relative to the state. Kerr County is home to several large employers in these industries: Sid Peterson Memorial Hospital, Kerrville State Hospital, and a number of box retailers including Wal-Mart, Home Depot, and Lowes.
- Kerr County has an above average retail trade cluster for a community of its size. However, the regional strength is heavily concentrated in building supply stores without much depth of product offering in other retail subsectors.
- Industry clusters that are less developed in Kerr County than the state as a whole are Finance and Insurance, Transportation and Warehousing, Information (the main components are software development, broadcasters, and telecommunications), and Wholesale Trade. The proximity to San Antonio as well as geographic location on the northwestern edge of the region limits growth in these sectors.

Tourism Sector

Tourism-related activity is big business in Kerrville/Kerr County. Out-of-town visitors and private camp attendees spend millions of dollars at local hotels, restaurants and shops each year. According to the Kerrville Convention and Visitors Bureau (CVB), over 26,000 people attend area camps each year. The CVB estimates the annual economic impact of Kerr County children's camps exceed \$23 million. In addition to summer camp facilities, Kerrville/Kerr County has established itself as popular convention location. In 2006, convention activity was responsible for 48,847 room nights. The CVB estimates that other special events and consumer activity generated another 190,000 room nights. The total direct spending of hotel/motel guests was roughly \$60 million. Based on data from the Office of the Governor, Economic Development and Tourism department, Kerr County attracts more visitor destination spending than surrounding counties.

To complement the statistical analysis, TXP interviewed local stakeholders to better understand challenges and opportunities for the tourism sector. Two major issues emerged: 1) sufficient demand exists to support a more upscale resort facility and 2) local retailers are not capturing the maximum visitor spending because the stores do not stay open late enough. These two issues are topical because the expanding Hill Country Shooting Sports Center should attract thousands of athletes, spectators, and sponsors to the region each year. Given the labor force constraints of the area, better utilization of all tourism-related assets is a priority to grow the local economy.

Figure 2: Visitor Destination Spending (2005)



Source: Office of the Governor, Economic Development and Tourism

Table 4: Annual Economic Impact of Visitor Spending – Kerr County

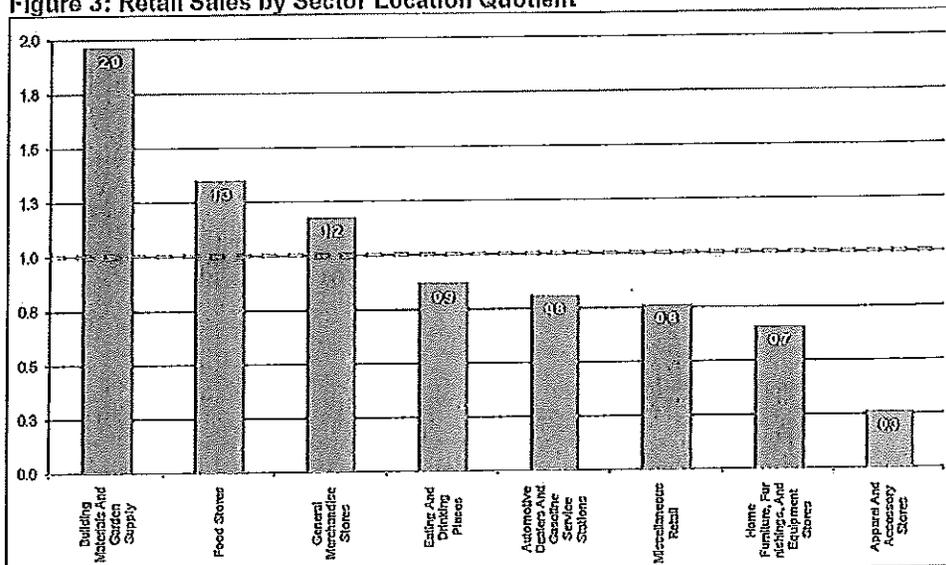
Year	Total Spending (000s)	Destination Spending (000s)	Earnings (000s)	Employment	State Tax Receipts (000s)	Local Tax Receipts (000s)
2000	\$68,063	\$67,747	\$26,650	1,880	\$4,331	\$1,387
2001	\$70,018	\$69,690	\$28,194	1,820	\$4,452	\$1,444
2002	\$70,314	\$70,093	\$28,731	1,800	\$4,488	\$1,462
2003	\$73,271	\$73,102	\$30,288	1,960	\$4,639	\$1,516
2004	\$77,326	\$77,067	\$31,480	1,870	\$4,825	\$1,579
2005	\$82,096	\$81,830	\$32,752	1,870	\$5,002	\$1,637

Source: Office of the Governor, Economic Development and Tourism

Retail Trade Sector

A review of area retail sales by trade sector reveals that Kerrville/Kerr County is not capturing its full share of resident spending. Based on a location quotient analysis, the area is strong in building materials and garden supply, food stores, and general merchandise stores. This is not a surprise since these stores sell the basic staples of life. However, the community is noticeably low in apparel and accessory stores and home furniture, furnishings, and equipment stores. This finding is consistent with stakeholder input that many residents drive to San Antonio to shop - in economic terms the region is "leaking" retail sales dollars. This is especially troubling since one would expect a popular tourist destination to have a disproportionately high level of retail sales.

Figure 3: Retail Sales by Sector Location Quotient



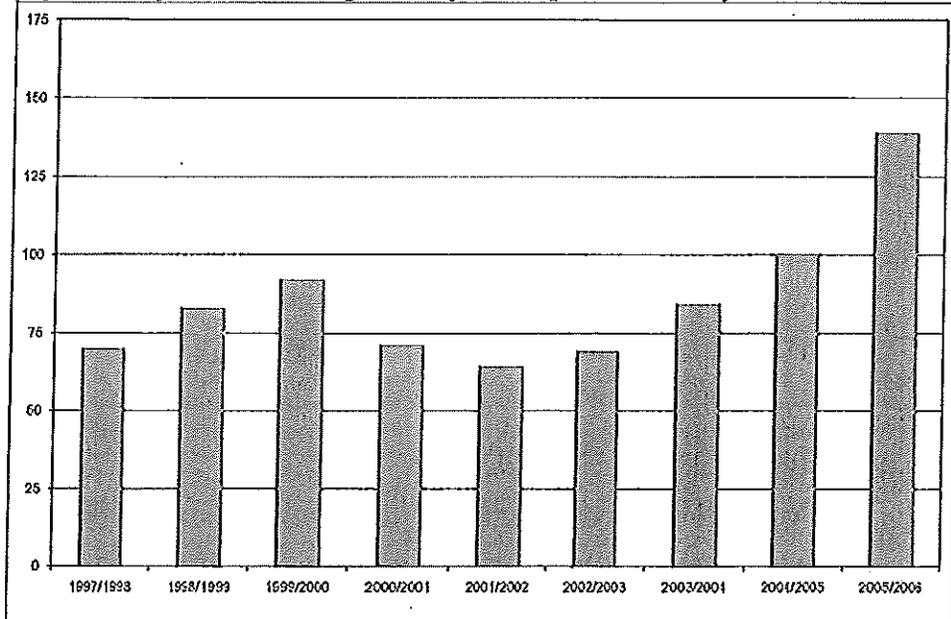
Source: TXP, Texas Comptroller of Public Accounts

Real Estate Sector

Single-family building permit activity has been healthy in Kerrville/Kerr County over the past decade. A number of major developments such as Comanche Trace and the Stablewood Springs Resort are adding to the residential housing supply. Data provided by the Texas A&M Real Estate Center indicates that Kerr County's single-family buildings permits lag the rapid growth in Kendall and Llano Counties, but are in line with Gillespie County. According to the City of Kerrville, single-family building permit activity has risen strongly over the past five years. In 2005/2006, 139 permits were issued.

An analysis of the average value per single-family dwelling unit reveals that home prices in the area exceed the purchasing power of local employees. The average value of a new single-family home in 2005/2006 was \$225,000. Using an industry standard of 28 percent of gross income, the maximum percentage of monthly gross income that a lender allows for housing expenses plus recurring debt, a new home buyer would need to earn \$63,000 per year to qualify for a traditional loan. However, the average wage per job in Kerr County is under \$30,000 per year. While a variety of housing options exist such as apartment units or existing homes, stakeholder input confirms that housing prices are a major concern. In fact, area businesses (both public and private) revealed that home prices are a major impediment to attracting new employees.

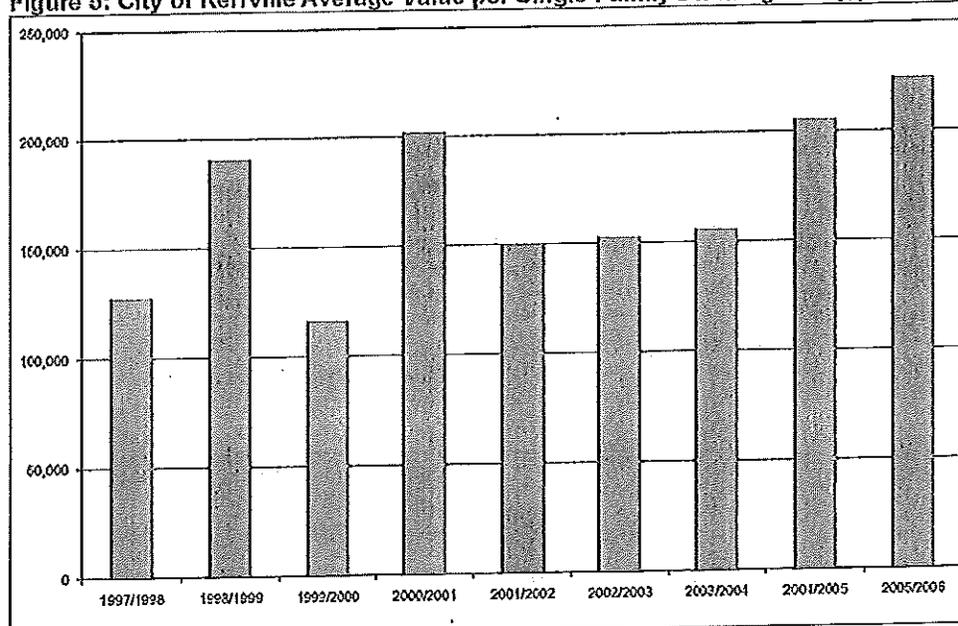
Figure 4: City of Kerrville Single-Family Building Permit Activity



Source: City of Kerrville

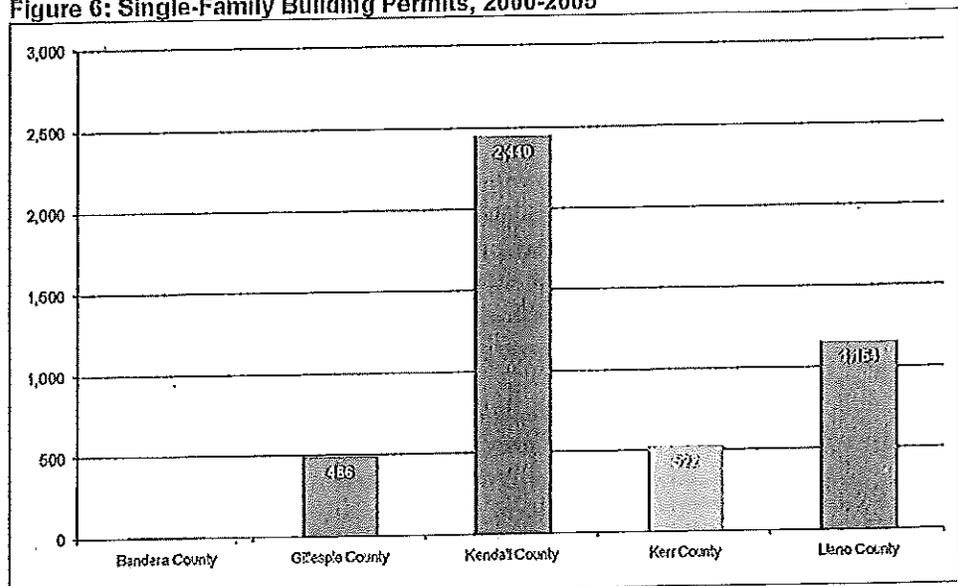


Figure 5: City of Kerrville Average Value per Single-Family Dwelling Unit (\$)



Source: City of Kerrville

Figure 6: Single-Family Building Permits, 2000-2005

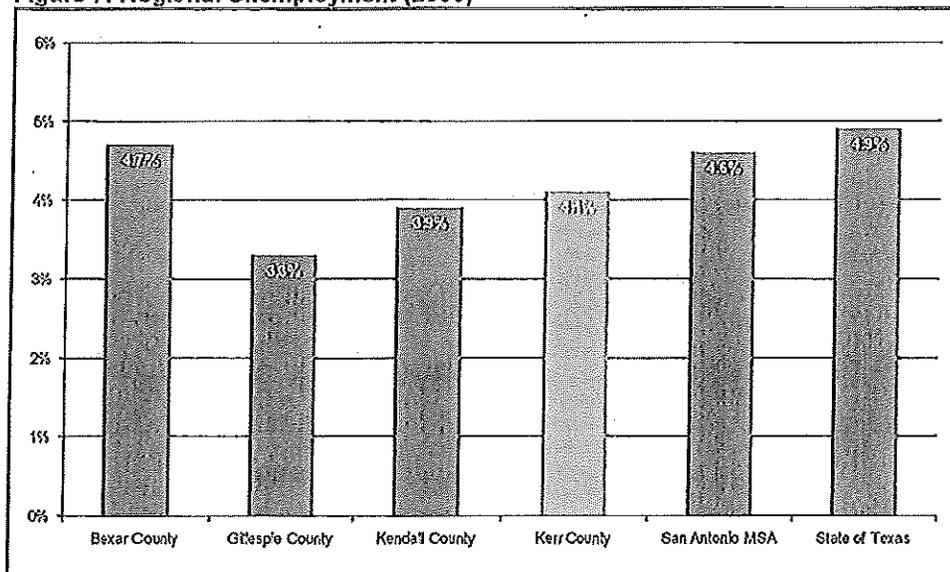


Source: Texas A&M Real Estate Center

Kerrville/Kerr County Unemployment

Consistent with a modestly growing population and job base, Kerr County's unemployment rate has fluctuated over the past five years. In 2000, unemployment in Kerr County reached 3.6 percent. By 2006, the unemployment rate had risen to 4.1 percent, but not after climbing to 5.3 percent in 2003. This trend is not surprising given that an individual employer adding or shedding jobs can significantly influence this statistic. The current unemployment rate for Kerr County is 3.8 percent.

Figure 7: Regional Unemployment (2006)



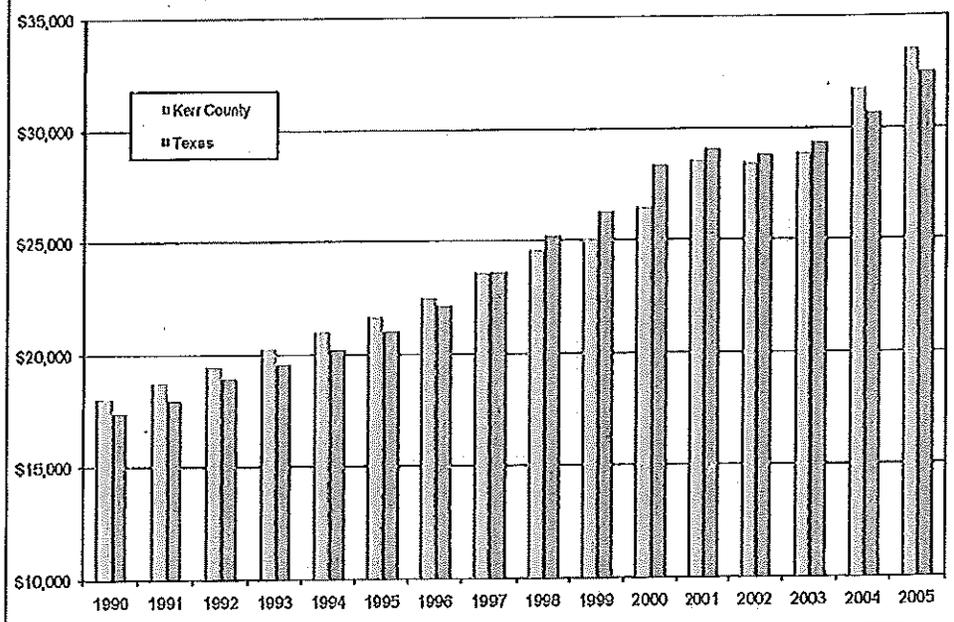
Source: Texas Workforce Commission

Per Capita Income & Wage Levels

While Kerr County's population has been slowly increasing, when compared to the state as a whole, its residents' per capita income has more than kept up. Kerr County's per capita personal income is 3.1 percent above the Texas average. The 2005 per capita income for Kerr County is \$33,473 versus the Texas average of \$32,460. This is largely a result of wealthy retirees moving to the area each year.

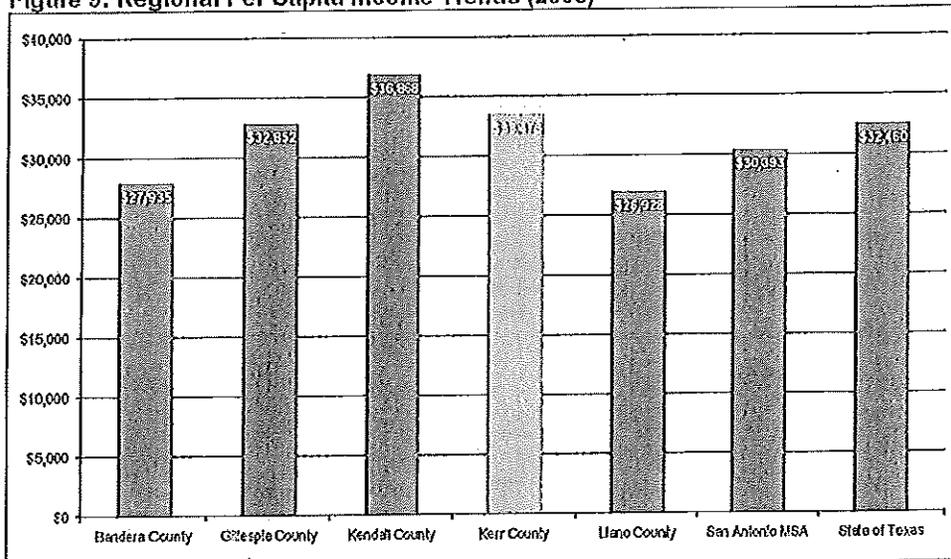
Wages paid to area workers, however, are lagging state levels. Over the last 15 years, Kerr County's workers earned about 25-30 percent less than the state average. In 2005, a full-time employee earned \$28,510 versus the Texas average of \$39,637. Full-time wages are now just 71.9 percent of the Texas average, falling from 73.5 percent in 2003. Even though Kerr County's wage rate is below the state average, the average price of a new house is 13 percent higher.

Figure 8: Kerr County Per Capita Income Trends (1990 to 2005)



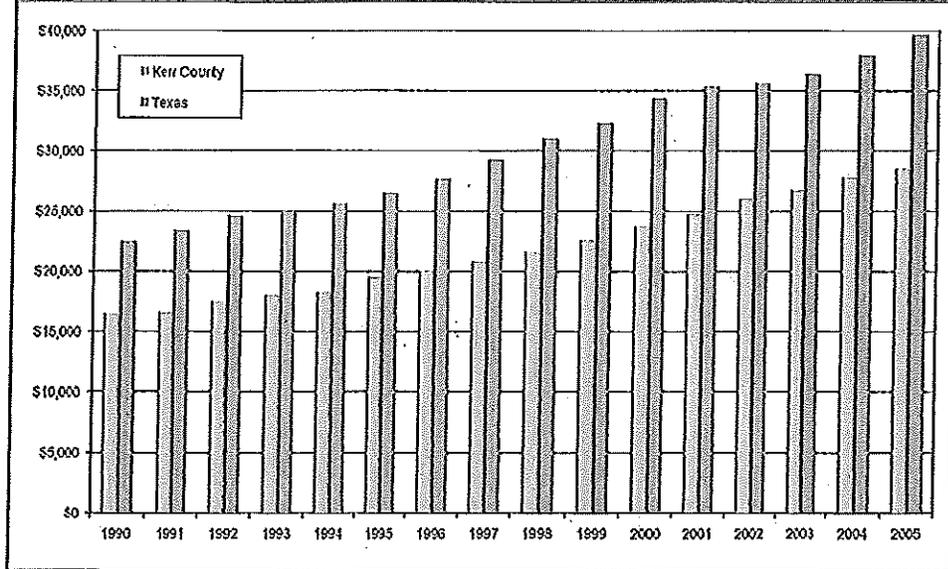
Source: U.S. Department of Commerce – Bureau of Economic Analysis

Figure 9: Regional Per Capita Income Trends (2005)



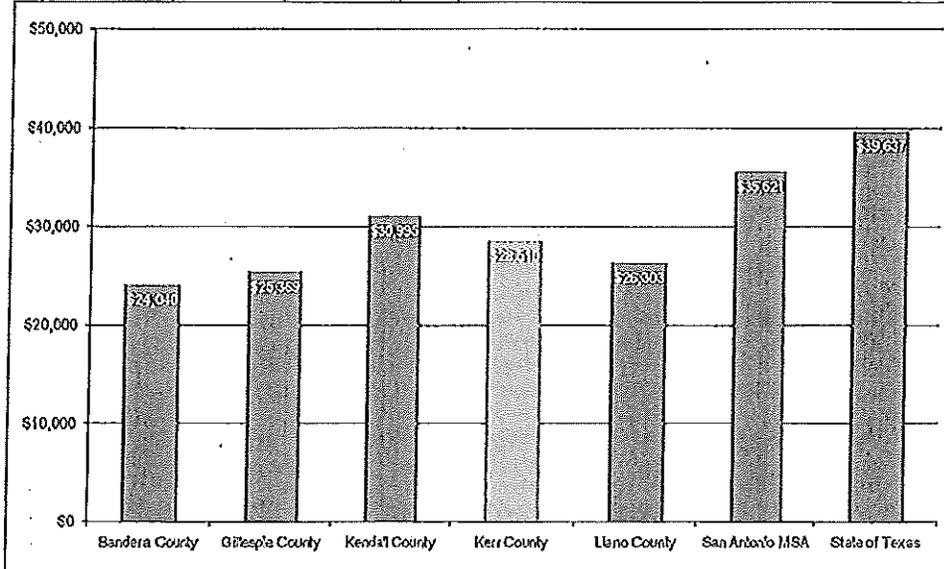
Source: U.S. Department of Commerce – Bureau of Economic Analysis

Figure 10: Kerr County Wage Trends (1990 to 2005)



Source: U.S. Department of Commerce – Bureau of Economic Analysis

Figure 11: Regional Wage Trends (2005)



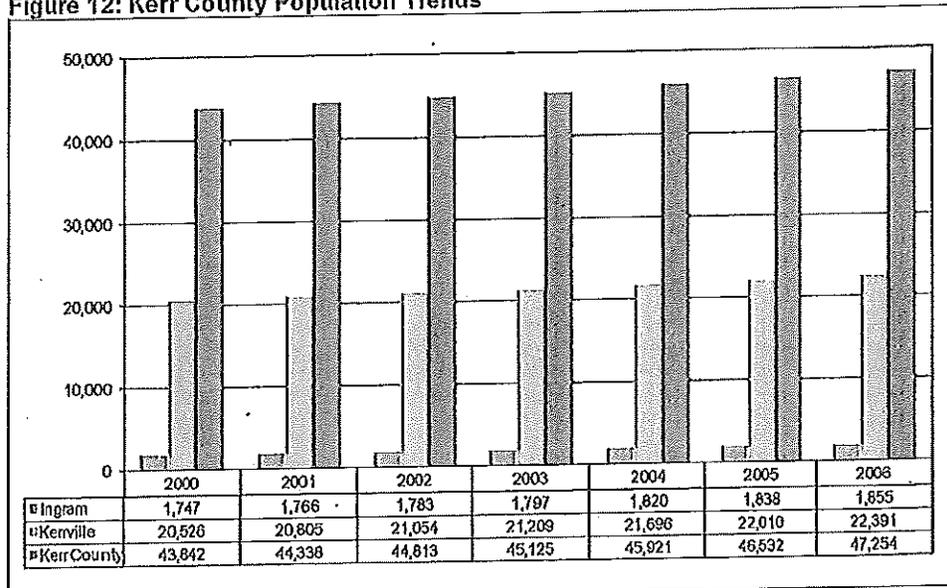
Source: U.S. Department of Commerce – Bureau of Economic Analysis

Population Growth Trends

Kerr County's population has been slowly increasing over the past decade. The current population estimate for Kerr County is approximately 47,000 residents. Since 2000, the County has added 3,400 residents, an increase of 7.8 percent. Kerr County's modest growth is even starker when compared to Texas' significant population growth rate of 11.5 percent. The Texas State Data Center projects that Kerr County's population will surpass 50,000 residents by 2010.

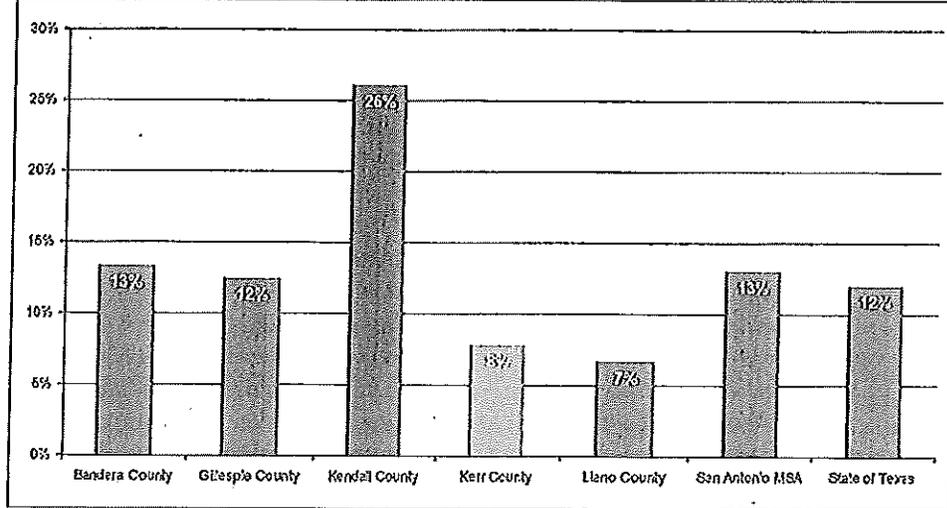
A review of population growth by components uncovered a number of trends not found in other parts of the state. First, the median age of Kerr County (43.3 years of age) is much higher than the state average of 36.4 years of age. Second, over 10 percent of the County's current population is comprised of recent migrants, which is double the Texas figure. Third, the adjusted gross income of in-migrants to Kerr County exceeds the adjusted gross income level of total Texas in-migrants. On average, Kerr County is attracting a more affluent population than the State of Texas as a whole. The combination of these trends, an older and more affluent resident population, is putting upward pressure on housing prices in the area. Last, an older demographic in Kerr County creates "churn" in the local population due to higher mortality rates of this population segment. Given the Hill Country's population draw, a younger demographic would have pushed up the overall population growth rate.

Figure 12: Kerr County Population Trends



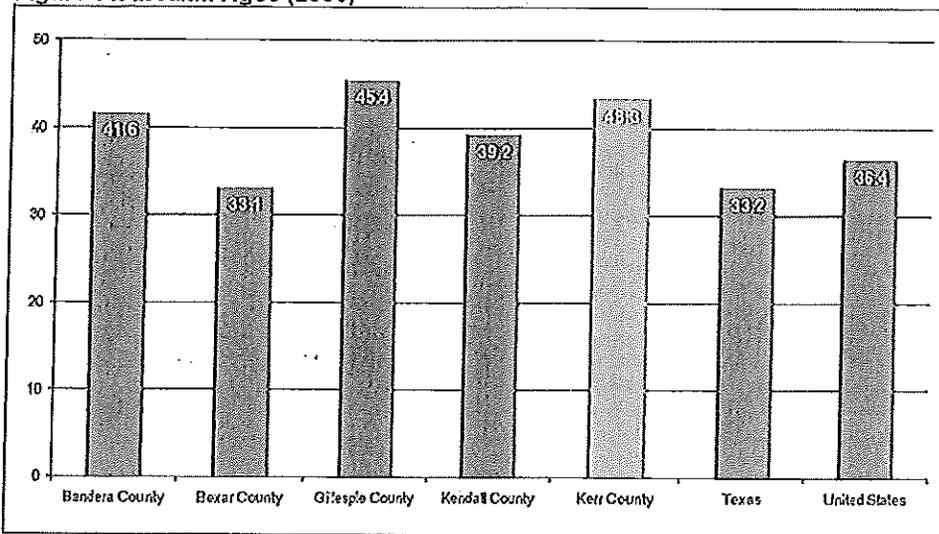
Source: U.S. Census Bureau

Figure 13: Regional Population Growth (2000 to 2006)



Source: U.S. Census Bureau

Figure 14: Median Ages (2006)



Source: Alamo Area Council of Governments, U.S. Census Bureau

Section 3 -- Public Input Public Input Findings

To further engage the community in the Strategic Planning process, TXP conducted an Economic Development Survey of Kerrville/Kerr County residents and businesses. The survey, conducted between June and July 2007, provided TXP with insight into local opinions about issues pertaining to economic development.

Within Kerr County, a total of 1,036 surveys were completed, 790 from local residents and 246 from local businesses. TXP opted to survey residents and businesses separately to gain both perspectives of the local economy.

Many of the opportunities and challenges addressed were similar in both the business and residential responses. Frequently cited challenges included: (1) affordable housing, (2) skill shortages / career opportunities, (3) downtown revitalization, (4) retail availability, and (5) a desire for better community planning. Top strengths listed included: (1) healthcare, (2) natural environment, (3) tourism, (4) the airport, and (4) the community's neighborly attitude. Many businesses and residents encouraged Kerrville/Kerr County to get more aggressive with economic development.

Methodology

TXP kicked off the project by developing two versions of the survey, one for businesses and one for residents, and then presented the draft questions to the Economic Development Steering Committee for review. After receiving their feedback, TXP finalized the survey and launched it on June 16, 2007. The survey was available in both print and electronic forms. A copy of both surveys is provided at the end of this report.

The business survey was distributed using the Kerrville Area Chamber of Commerce's membership list of 900 local businesses. Of those, we received 246 responses -- a 27 percent response rate. These response rates ensure the results are statistically significant.

To encourage residents to participate in the survey, TXP and the Steering Committee initiated a multi-faceted promotional campaign:

- TXP developed a survey website, hard copy survey, and flyer
- The website's URL was provided to Steering Committee members and other civic leaders, and they in turn shared it with their contacts.
- More than 100 survey flyers were distributed at establishments across the County:
- Printed copies of the survey were made available at the Butt-Holdsworth Library, the Kerr County Courthouse, and the Doyle Center.
- The Daily Times ran a copy of the survey in its June 16, 2007 newspaper edition.

The survey was closed on July 16, 2007.

Summary of Results: Business Survey

Of the 246 companies that filled out the business survey, 80 percent are headquartered in Kerrville/Kerr County, and 89 percent are located in the 78028 zip code. While around half of the companies had operated in the County for more than 10 years, a significant portion (12 percent) had been in the community for less than 2 years.

Respondents represented a good cross section of industries, with real estate, financial services, healthcare, retail, and professional services companies topping the list of survey participants. Company size also varied, with an appropriate level of participation by larger businesses: 63 percent of companies employed fewer than 10 people, 26 percent employed 10-49 people, and around 10 percent employed more than 50.

In the business survey, the focal points were:

- To understand where local companies' suppliers and customers are located in order to reveal economic development opportunities;
- To solicit input from local businesses about their near term growth potential; and
- To capture business attitudes about the local business climate.

Customers and Suppliers

As a whole, only 40 percent of surveyed companies purchase a majority of their supplies from other companies in Kerr County. The rest buy supplies nationally (25 percent), in the Greater San Antonio region (15 percent), or in other Texas cities (13 percent). Nearly 70 percent of Kerr County companies' customers come from within the County, but some sectors, such as hospitality, also serve customers coming from Texas cities other than San Antonio and nationally.

The tables below show responses for a sampling of industries that were surveyed:

Table 5: Where are the majority of your customers located?

	Kerrville/ Kerr County	Greater San Antonio	Other Texas Communities	National	International
Construction	70%	0%	23%	7%	0%
Manufacturing	29%	14%	14%	43%	0%
Wholesale Trade	67%	0%	0%	33%	0%
Retail Trade	80%	4%	8%	4%	0%
Transportation	100%	0%	0%	0%	0%
Information	75%	0%	25%	0%	0%
Finance / Insurance	92%	0%	0%	4%	0%
Real Estate	48%	0%	23%	26%	0%
Professional Services	72%	6%	17%	5%	0%
Healthcare	95%	0%	5%	0%	0%
Arts / Entertainment	64%	9%	18%	9%	0%
Accommodations	0%	0%	67%	33%	0%
Food Services	100%	0%	0%	0%	0%
Government	100%	0%	0%	0%	0%

Table 6: Where are the majority of your suppliers located?

	Kerrville/ Kerr County	Greater San Antonio	Other Texas Communities	National	International
Construction	69%	8%	23%	0%	0%
Manufacturing	0%	14%	43%	43%	0%
Wholesale Trade	0%	0%	33%	67%	0%
Retail Trade	0%	12%	33%	55%	0%
Transportation	0%	100%	0%	0%	0%
Information	25%	0%	50%	25%	0%
Finance / Insurance	40%	16%	8%	36%	0%
Real Estate	75%	7%	3%	0%	0%
Professional Services	39%	17%	17%	22%	0%
Healthcare	43%	19%	5%	29%	0%
Arts / Entertainment	46%	18%	0%	36%	0%
Accommodations	34%	33%	0%	33%	0%
Food Services	0%	88%	12%	0%	0%
Government	60%	20%	0%	20%	0%

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Growth Potential

Other questions in the business survey addressed local employers' near term growth expectations. First, TXP asked respondents to state how many employees they hired in the past year. 49 percent said that they hired 1-5 people, and 40 percent said none.

Next, respondents estimated how many net new employees they would hire at their Kerr County location in the next five years. Results were optimistic. Of the 233 answering the question, 73 percent indicated that they planned to create one or more new jobs in the next five years. Results varied depending on company size. Among businesses employing 20 or more people, 30 percent said that they plan to create 1-5 new jobs, and another 20 percent will create 6-10 new jobs. Smaller companies were relatively less optimistic. Of companies with fewer than 20 employees, 35 percent of these did not expect to create any new jobs, and 60 percent expected to create fewer than 5 new positions.

Wages and Benefits

TXP also asked questions related to the local workforce. Companies said that finding technical and management skill sets is more difficult than finding administrative and customer service personnel. They indicated that Kerrville/Kerr County's high cost of living is the number one obstacle they face in recruiting new employees. A general shortage of workers and technical skills were also cited as hurdles to filling job openings.

Issues related to local costs of living, affordable housing, and wage rates surfaced throughout the surveys and interviews that TXP conducted for this project. The business survey revealed two findings that directly relate to these issues. First, 50 percent of Kerrville/Kerr County businesses' average wages are below \$34,999 per year. Second, 40 percent of local businesses do not pay employee benefits. By contrast, approximately two-thirds of workers and their families in the Austin area currently receive health insurance through their place of employment.

Business Climate

TXP asked companies to rate their satisfaction level on issues related to infrastructure, regulations, cost, and workforce. The results were as follows:

- Of the 204 businesses responding to the question, more than 50 percent said that they are moderately to highly satisfied with fire and police protection (80 percent), power availability (79 percent) water quantity / quality (64 percent), and sewage treatment (69 percent).
- More than 50 percent of respondents indicated low satisfaction with business incentives (64 percent), property tax assessments (58 percent), business recruitment and retention (53 percent), workforce training programs (53 percent), and community planning (50 percent).
- A majority of businesses felt 'somewhat satisfied' with the local regulatory environment.

A table illustrating all results is shown below.

Table 7: Rate the level of satisfaction with the following business issues.

	Not Satisfied (1)	(2)	Somewhat Satisfied (3)	(4)	Very Satisfied (5)	Total	Rating Average
Police/fire protection	3	4	34	83	80	204	4.14
Water quality / quantity	7	16	50	83	48	204	3.73
Sewer / sewage treatment	9	8	46	91	50	204	3.81
Power availability	2	4	37	95	66	204	4.07
Regulatory zoning	37	46	72	35	14	204	2.72
Regulatory enforcement	31	46	73	41	13	204	2.80
Community planning	40	62	66	22	14	204	2.55
Business incentives	65	65	56	12	6	204	2.16
Workforce training	42	66	67	24	5	204	2.43
Business recruitment and retention	40	70	79	12	3	204	2.35
Property tax assessment (fair & equitable)	58	61	72	10	3	204	2.21

Finally, respondents were asked to list things that Kerrville/Kerr County could do to increase the chance of their business expanding in the future. 139 businesses provided responses, which we have summarized below.

- Help with spousal job referrals for new recruits
- Build workforce skills
- Finish road construction on Highway 16
- Stimulate the downtown district
- Look for affordable housing solutions
- Support an entrepreneurial climate
- Provide better digital infrastructure
- Provide funding for employee training programs
- Become more assertive about water conservation
- Create a cooperative spirit in local government
- Grow retail
- Recruit more businesses
- Encourage residents to buy locally
- Showcase locally owned businesses
- Incentivize green building and use of alternative fuels
- Improve access to affordable childcare options
- Lower property taxes
- Streamline building / development process

Summary of Results: Community Survey

Of the 772 residents who completed the community survey, 62 percent live in the 78028 zip code, and 55 percent have lived in Kerr County longer than 10 years. Of those not born and raised in Kerr County, employment opportunities and quality of life played the most significant roles in their reasons to move there. 18 percent of all retirees who answered the survey moved to Kerrville/Kerr County within the past 2 years.

85 percent of all respondents were either employed full time (70 percent) or retired (15 percent). Of those employed, 82 percent worked for companies based in Kerrville. Fewer than 1 percent physically commuted outside of the county for work. A slightly larger group telecommute from their homes. Several respondents noted that they work for employers located in states outside of Texas, most notably Colorado and California.

The demographic mix of survey respondents closely matched Kerrville/Kerr County's population over 18 years old. The educational attainment of respondents was above average relative to the population. A strong percentage of those surveyed held a graduate or professional degree (31 percent), and an additional 36 percent had either an associates, bachelors, or graduate degrees.

Table 8: Kerr County Employment Trends

Age Range	% of Survey Participants	Actual % of Kerr County Population
18-24	1.5%	11.0%
25-34	8.8%	10.0%
35-44	14.0%	14.0%
45-54	23.1%	17.0%
55-64	23.4%	16.0%
65+	27.2%	32.0%

Economic Development Questions

To begin the economic development portion of the survey, TXP wanted to understand local residents' definition of "what counts as success?" in economic development. 81 percent said that they agree with the following definition:

"Enhanced prosperity and quality of life for Kerrville/Kerr County defined by the following characteristics: - Higher income levels - Increased retail and entertainment options - Greater job opportunities within the county - Larger and more diversified tax base - Overall growth while protecting the unique character of the region."

Next, TXP asked respondents to rate their satisfaction level on a variety of economic development topics, from public education to infrastructure, job opportunities, and community image.

Table 9: How satisfied are you with these factors related to prosperity and quality of life in Kerrville/Kerr County?

	Not Satisfied (1)	(2)	Somewhat Satisfied (3)	(4)	Very Satisfied (5)	Total	Rating Average
Public education (K-12)	45	60	261	271	128	765	3.49
Higher education opportunities	90	92	263	214	106	765	3.2
Workforce training programs	111	165	366	100	23	765	2.68
Cost of living	141	191	263	132	38	765	2.65
Entertainment & recreation	99	127	222	206	111	765	3.13
Arts & culture	32	64	191	268	210	765	3.73
Public safety	24	48	219	333	141	765	3.68
Healthcare (inpatient and outpatient)	42	63	184	290	186	765	3.67
Retail shopping options	187	198	251	112	17	765	2.44
Cost of housing	233	197	225	83	27	765	2.31
Historic preservation	85	116	273	224	67	765	3.09
Growth management	170	196	282	102	15	765	2.47
Public services	55	107	317	233	53	765	3.16
Employment opportunities	157	231	269	91	17	765	2.45
Economic and business development recruitment	158	207	306	77	17	765	2.46
Tourism marketing and promotion	60	104	263	245	93	765	3.27
Kerrville's overall image	35	78	244	294	114	765	3.49
Volunteer opportunities and community involvement	15	33	155	288	274	765	4.01
Effective government leadership	134	167	298	135	31	765	2.69

- A majority of respondents were either satisfied or very satisfied with the following topics:
 - Volunteer opportunities and community involvement (73 percent)
 - Arts and culture (64 percent)
 - Healthcare (62 percent)
 - Public safety (61 percent)
 - Kerrville's overall image (53 percent)
 - Public education (52 percent)

- In contrast, a majority of respondents indicated at least some dissatisfaction with the following:
 - Cost of housing (57 percent)
 - Retail shopping options (51 percent)
 - Employment opportunities (51 percent)
 - Government leadership (39 percent)

- On the remaining topics, most respondents felt neutral, or "somewhat satisfied," including: higher education opportunities, workforce training, cost of living, entertainment, historic preservation, growth management, public service, economic and business recruitment, tourism marketing, and effective government leadership

- When examining responses by retirees alone, satisfaction levels on all topics improved. Their main issues of dissatisfaction related to retail shopping options, growth management, economic and business recruitment, and effective government leadership. In contrast, retirees were very satisfied with volunteer opportunities, arts and culture, entertainment options, healthcare, community image, historic preservation, and tourism promotion.

- TXP also compared the responses of individuals who have lived in Kerrville/Kerr County for less than 2 years against those who have lived in the county more than 15 years. When asked to rate their satisfaction levels, respondents who lived in Kerrville/Kerr County fewer than 2 years felt 'somewhat satisfied' on a majority of the topics, with the exception of employment opportunities which received a less than satisfied ranking. In contrast, respondents who lived in the county for more than 15 years had different attitudes. Their greatest dissatisfaction was with the cost of housing.

Respondents were also asked to rate what they believe to be Kerrville/Kerr County's top economic development priorities. Business recruitment and expansion, more affordable housing, and higher paying jobs rose to the top. In addition, they listed what they thought to be Kerrville/Kerr County's top strengths and challenges. Common answers emerged among all 600+ people who gave input on this question (see above box).

What are Kerrville/Kerr County's greatest strengths? (no specific order)

- Natural beauty
- Local healthcare providers
- Camps
- Retiree community
- Small town charm
- Tourism
- Arts and Culture
- Climate
- River
- Friendly residents
- Proximity to San Antonio and Austin

What are Kerrville/Kerr County's greatest weaknesses? (no specific order)

- Affordable housing
- Few major employers
- Lack of mid and higher paying jobs
- Entertainment and job options for youth
- Public transportation
- Retail choice
- Not making better use of the river
- Lack of downtown vision
- Land use controls in river and hillside areas
- Road Infrastructure / traffic

Finally, respondents provided a short phrase or word that they would use to describe Kerrville. Words like "excellent," "friendly," "beautiful," and "relaxed" were frequently cited. A list of all words used is provided in the Survey Analysis section of this report.

Section 4 – SWOT Analysis

A “SWOT” analysis evaluates a community’s strengths, weaknesses, opportunities, and threats. Performing a SWOT Analysis is a simple but excellent tool to help focus an economic development strategy and develop an action plan.

The information presented in Section 2, Socioeconomic Context, provides an analysis of the trends impacting Kerrville/Kerr County. This SWOT Analysis takes the investigation one step further. It also considers how closely those trends align with input presented in Section 3 – the survey, interviews, and focus groups conducted for this Strategy. Contrasting quantitative and qualitative information reveals where Kerrville/Kerr County’s true strengths and weaknesses exist.

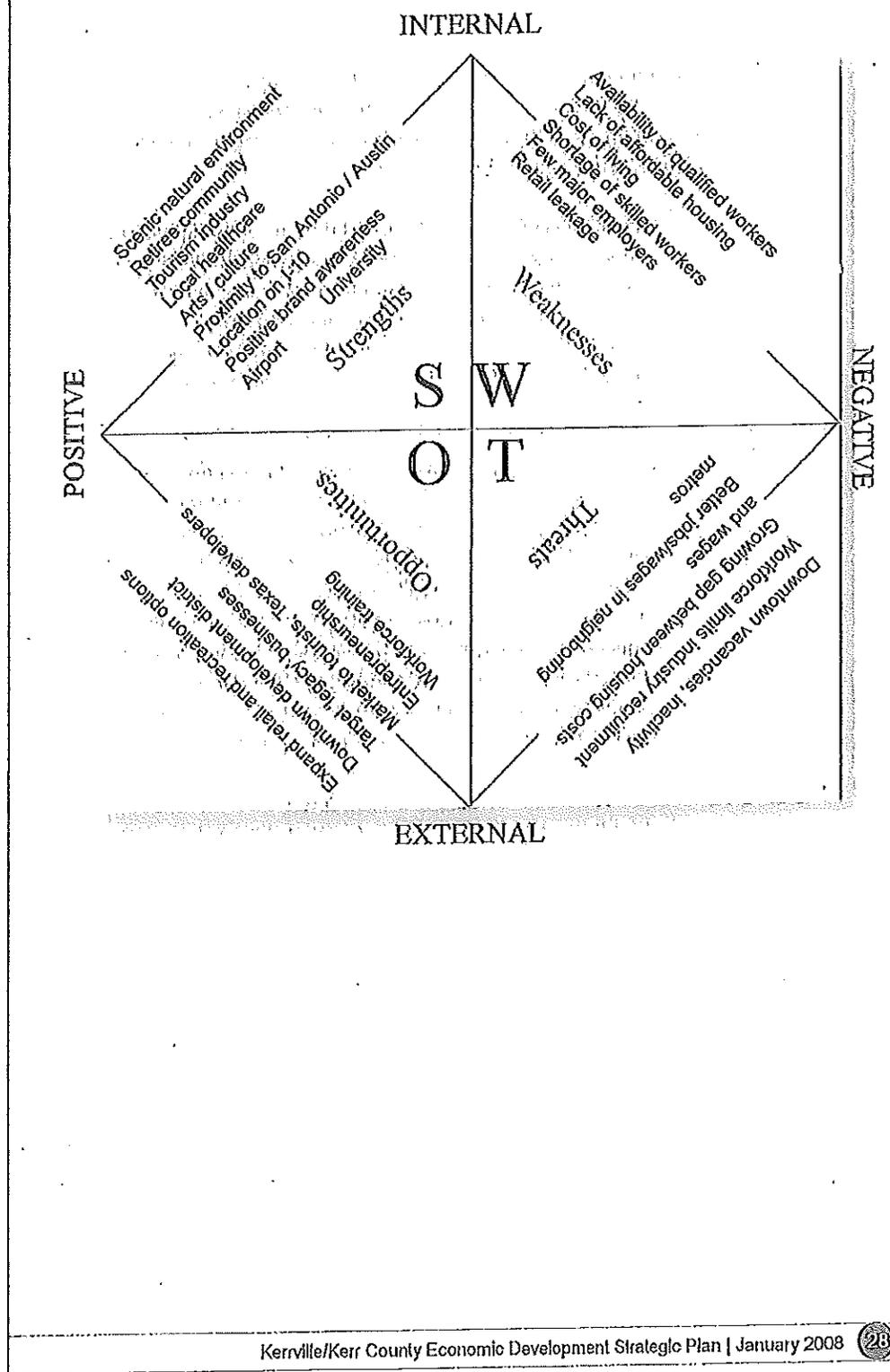
Strengths are those attributes of Kerrville/Kerr County that should be marketed and built upon to grow business opportunities. Kerrville/Kerr County has a remarkable number of assets for a community of its size. Among many others, the beautiful natural environment and tourism amenities, retiree population, concentration of healthcare, airport, university, and interstate highway access are top selling points.

Weaknesses are characteristics that currently hinder economic development. Top on the list is affordability, which stems from a growing gap between local wages and the cost of housing. Local businesses expressed concern with the availability of trained workers, while workers complain that the high cost of housing forces them to live outside of the county. The shortage of employment opportunities puts downward pressure on wages and limits worker ability to transfer skills between local jobs.

Opportunities and threats are factors that affect Kerrville/Kerr County’s economic development potential. The success of neighboring San Antonio, Austin, and their suburban areas poses both a threat and an opportunity. While their proximity allows Kerrville/Kerr County employers excellent access to suppliers and customers, their higher wages and lower relative housing costs challenge Kerrville/Kerr County’s ability to recruit and retain skilled professionals. Locally, downtown vacancies and decreasing retail threatens the community’s vibrancy – a problem that could negatively impact the ability to draw in new businesses and residents.

The following page provides an illustration of Kerrville/Kerr County’s SWOT analysis. TXP’s marketing and economic development recommendations aim to address the community’s threats and build upon its opportunities.

Figure 15: Kerrville/Kerr County SWOT Analysis



Section 5 – Major Findings

The previous sections of the report address a wide variety of issues in Kerrville/Kerr County. There is a substantial amount of information readers must work through in order to understand the local context and how these forces influenced the key priorities and strategies. To assist the reader, TXP has developed a series of major findings that reinforce the previous sections' analysis while serving as a bridge to the recommendations section of the report.

1. **Kerrville/Kerr County is blessed with an unusually high number of unique assets.** The beauty of the Hill Country (which helped create the camps in western Kerr County), Schreiner University, a variety of cultural institutions, the airport, and the hospitals are all elements that can have an impact on the community's long-term economic future. Many communities of comparable size enjoy one or two similar assets, but it is uncommon to find so many concentrated in one area.
2. **"Kerrville" is a powerful brand with an excellent reputation in Texas, and growing recognition elsewhere in the US and internationally.** A number of factors have helped put Kerrville on the map for years, not the least of which have been Texans coming to camp as children and the Kerrville Folk Festival as adults. Decades of tourist activity have built the community's name recognition and resulted in a positive national image. In addition, Kerrville/Kerr County is home to a population of people who love living there. Many residents have chosen Kerrville/Kerr County as a destination, often moving there from larger cities because of the high quality of life. As a result, the local population has great potential to become a strong ally for economic development.
3. **Major employers of long standing, regional commercial activity, retirees, and a tourism sector that is based on repeat business and regional associations mean that the local economy is fairly stable, and somewhat insulated from national business cycle trends.** No local economy is immune from business cycles, but Kerrville's economic base is more stable than most, with its emphasis on serving consumers with steady income, the prominence of health care, and visitors who tend to return.
4. **While Kerrville remains a center for retirees, their demographics are changing, with a surge in non-Texans who typically are younger and more affluent.** The success of Comanche Trace and a number of new upscale developments in western Kerr County is indicative of the changes (along with the rise in foreign cars and non-Texas accents around town), as well-heeled retirees come from Texas major metros (especially the Houston area) and out-of-state (with a number from California and Colorado). The real impact will be felt in the future, as new housing builds out and new residents become more fully integrated into the community.

5. **Kerrville/Kerr County's proximity to Austin and San Antonio is both a blessing and a curse.** Depending on the lens through which the situation is viewed, the proximity of Kerrville/Kerr County to Austin and San Antonio is either a blessing or a curse. From the consumer's point of view, the glass is half-full – expanded recreational and shopping opportunities, a major commercial airport, and health care above and beyond what is available locally are as close as an hour or so away. Undoubtedly, proximity to these and other amenities has been a positive influence in recruiting retirees. From an economic development perspective, however, this "leakage" of dollars down the highway has a negative economic impact on the local economy. Perhaps more importantly, the perception of greater employment opportunities (and wider housing options) elsewhere has been a drain on the local labor force.

6. **The community appears primed to support economic development.** When asked as part of the community survey if they supported the statement that economic development success is defined as "Enhanced prosperity and quality of life for Kerrville/Kerr County," 4 out of 5 respondents agreed. This statement was further defined by the following characteristics:

- Higher income levels
- Increased retail and entertainment options
- Greater job opportunities within the county
- Larger and more diversified tax base
- Overall growth while protecting the unique character of the region

This is a pretty clear message – the challenge is now to execute and deliver.

7. **The availability and quality of the workforce is a top-of-mind issue for local businesses.** It is telling that the business survey sites a shortage of workers, technical skills, and the cost of living as issues related to employee recruitment, findings reinforced by numerous direct conversations with a variety of local stakeholders. Labor force is perhaps the most significant economic development challenge facing Kerrville/Kerr County.

8. **Housing is a key issue for economic development in Kerrville/Kerr County.** Signs of change appear almost daily throughout Kerr County, as new upscale developments compete to attract affluent residents from throughout Texas and elsewhere. While data is limited, the numbers that are available are striking, with the average value of a residential building permit almost doubling from \$152,219 during 2002/3 to \$275,403 thus far this year. Aside from reflecting the demographics of new residents, this sharp rise in the cost of new housing has rippled through to the rest of the market, contributing to an overall increase in local housing costs. The implications for the labor force are significant – to the

extent that local wages have not kept pace with the higher housing costs, the ability and willingness of workers to remain in Kerr County is diminished.

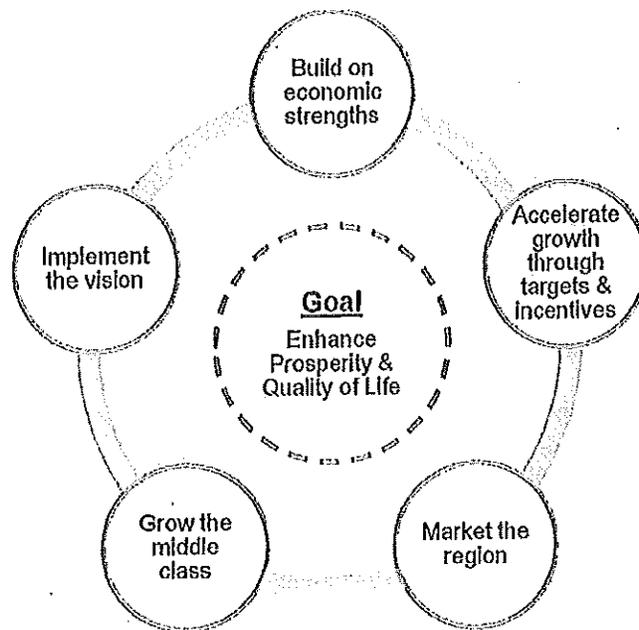
9. **Labor force limitations suggest that target industries must build on existing assets, with large-scale job creation due to significant relocation unlikely in the near term.** The implication is that employment growth will come from existing firms and/or smaller relocations. Smaller firms likely will be a significant part of the mix, especially in sectors that can take advantage of both the quality of life amenities and the area's evolving demographics.
10. **Expanding the recreational and retail capacity of the community will serve both residents and tourists.** In Kerrville/Kerr County, entertainment, retail trade, and consumer services (including certain types of housing) are valid targets for economic development. As an example, a destination retail/entertainment project not only attracts regional shoppers, but also helps stop retail leakage to San Antonio. Since Kerrville/Kerr County is not a major exporter of manufactured goods, enhancing local retail and entertainment options is especially important in light of new developments in surrounding communities.
11. **Downtown is a focal point for near-term action.** The *Kerrville Daily Times* recently opined that "a healthy and vibrant downtown benefits all concerned — the city, businesses, tourists and residents — in the form of an area that generates tax revenues from profitable businesses." TXP concurs — downtown has the potential to be a focal point for the community, both in terms of the day-to-day lives of local residents and as a significant element of the attractions that make Kerrville/Kerr County appealing to both tourists and those relocating to the area. The movement of Sid Peterson and the closure of Schreiner Department store have heightened the stakes, but have also created an opportunity to revitalize downtown in a manner that both enhances quality of life and maximizes economic development.
12. **A range of tools will be necessary to create change in the disadvantaged community.** A variety of input (focus groups, the community survey, and a number of individual conversations) all point at the fact that the opportunities available to the "working poor" are fairly limited. Education, transportation, and access to capital are all areas where progress can be made, which in combination with other economic development efforts hopefully will yield greater job opportunities and increased prosperity for this segment of the community.

Section 6 – Priorities and Recommendations

This study was designed to address the needs of existing residents and employers while taking a long-term view of what is required to enhance prosperity and quality of life in Kerrville/Kerr County. What resulted was a candid but ultimately optimistic picture of the region's future.

During the planning process, a number of themes emerged from discussions with stakeholders, input obtained from the community and business surveys, and the SWOT analysis. Unlike some communities that are struggling for survival, Kerrville/Kerr County is in an enviable position. Many of the elements needed to enhance prosperity and quality of life already exist, but need better alignment and coordination to maximize the area's potential. TXP has grouped these major themes into broad categories that capture the essence of where Kerrville/Kerr County should focus its energies in the coming years to reach its goal.

Figure 16: Strategic Plan Major Themes



TXP then created a series of five priority recommendations that are critical to the region's ability to succeed in economic development and that leverage existing attributes. These recommendations are both attainable (reachable outcomes that will require commitment) and sustainable (consistent with the long-term economic growth that does not harm the community's unique character). The region needs the KEDF to take a strong leadership position in coordinating Kerrville/Kerr County's economic development efforts. The

KEDF's most significant contribution will be that of community advocate for change in each of these five priority areas.

- Priority 1 – Focus on a select group of target industries that offer the best prospects for recruitment.
- Priority 2 – Adopt incentive policy guidelines that are competitive with other regions while protecting the tax base.
- Priority 3 – Ensure that economic opportunity and advancement are available to all Kerrville/Kerr County residents by growing the middle class.
- Priority 4 – Enact a coordinated economic development marketing campaign that increases awareness and perception of the community to the outside world.
- Priority 5 – Implement the strategies in such a way that maximum flexibility and accountability are maintained.

There are two important local organizations that directly influence the region's economic development future, but are not the focus of the five priorities – Schreiner University and the Kerrville Municipal Airport.

Schreiner University is a strong asset for Kerrville/Kerr County. The University has a well-defined internal strategic plan that is consistent with the five priorities outlined in this report. In addition, Schreiner University is already a stakeholder in the local labor force, both as employer and as a provider. Because the focus of this report is aimed at initiatives that economic development organizations can influence, Schreiner University will likely play a key supporting role.

The Kerrville Municipal Airport is home to one of the area's largest employers, Mooney Airplane Company. According to a 2005 report by the Texas Department of Transportation (http://www.dot.state.tx.us/publications/aviation/economic_impact/erv_kerrville.pdf) the airport's annual economic impact is in excess of \$116 million and supports 1,036 jobs (direct plus indirect effects). Currently, a consulting firm has been retained to address issues at the airport. TXP strongly believes the airport is a major asset Kerrville/Kerr County can build upon in the coming years. However, preliminary evidence suggests a substantial amount of financial resources will need to be invested in the airport. The community will need to balance the needs of the airport versus downtown redevelopment and weigh the cost-benefit of any decision.

Priority 1 – Accelerate Growth through Targets and Incentives

As part of the economic development planning process, TXP has identified two broad areas of focus for development, recruitment, and retention:

- targeted sectors of the economy
- projects/developments of certain types

Given the size and relative stand-alone nature of the community, factors such as Kerrville/Kerr County's geographic location, demographic structure, labor force availability, and current industrial base played a significant role in developing targets for recruitment and/or expansion. In assessing Kerrville/Kerr County's potential target business sectors, TXP used both a quantitative and qualitative process.

Targeted Sectors Analysis

Identification Process

The location quotient analysis included earlier in the report suggests local concentration in Accommodation, Arts & Entertainment, Healthcare, Retail Trade, Construction, and Other Services. In general, these findings are consistent with Kerrville/Kerr County's status as a regional commercial center that serves a strong retiree population. Because Kerrville/Kerr County is a relatively small community whose primary employers are concentrated in a few sectors, a recruitment approach driven entirely by these location quotients likely would be incomplete. Instead, Kerrville/Kerr County would be well served to evaluate targets by reviewing the following additional criteria.

Evaluate the expected national performance of individual sectors over both the short term and the next ten years.

Essentially, supply and demand forces should be at work in identifying candidate business sectors for recruitment. Current and expected economic growth in a given sector is perhaps the best measure of demand, with national performance normally the most appropriate standard of measure (although local growth can be used to either confirm national trends or indicate a rising local share of a flat or declining national market).

Beyond the cluster analysis, review the local and regional economy to identify possible supply gaps.

Once sectors with rising demand have been identified, supply factors should be considered. For example, a supply gap may exist in the local market, where growing firms are forced to buy inputs from outside the region due to absence of local suppliers. Similarly, a concentration of interconnected firms (typically referred to as "clusters") can create opportunities. In Kerrville/Kerr County, interviews with major local primary employers indicated no clear opportunities to recruit either upstream firms (suppliers) or downstream firms (those who used locally-produced products for further production).

Evaluate possible target businesses in light of the region's comparative advantages/constraints.

A second "supply" consideration relates to comparative advantage. Workforce characteristics, transportation components (proximity to I-10 and the presence of the airport), the quality and scope of local infrastructure, and unique local factors (such as legacy production in jewelry, aircraft, and plastics) can create comparative advantage or reveal constraints. Niche opportunities may also be identified as part of this review, such as local specialty food manufacturing. By the same token, proximity to markets may also be a consideration, along with other measures of comparative advantage.

The net effect is that target business sectors normally fall into two broad categories: those industries which are growing rapidly, with the hope that the community will get a share of that growth, and those industries or projects in which the community has a comparative advantage, be it infrastructure-related, labor force, unique local considerations, existing local/regional economic linkages (including clusters), or proximity to markets.

Evaluate possible target industries in light of the region's competitors.

Once the target sector candidates have been identified, a final step is to compare Kerrville/Kerr County to its logical competitors. Other communities throughout the Hill Country could, in theory, offer many of the advantages that Kerrville/Kerr County might provide to a relocating firm, although proximity to healthcare and higher education are distinguishing assets. In general, competition is likely to be fiercest from Fredericksburg/Gillespie County on the tourism side, while communities to the south along I-10 will compete for spillover activity from San Antonio.

Confirm that the target industries are consistent with Kerrville/Kerr County's values and vision for its economy.

A final consideration is community and stakeholder sentiment. It is possible that the above process could yield candidate industries that would be inconsistent with community values. In Kerrville/Kerr County, for example, certain kinds of entertainment options may not fit local desires. Similarly, the community's commitment to development of a particular sector (perhaps based on factors that are not easily measured or quantified) could override an apparent impediment to success.

Targeted Sectors Recommendations

The following table delineates the areas identified for Kerrville/Kerr County as targets for recruitment, expansion, and retention. Before reviewing each broad category, several general points should be made.

The targets that follow make sense at this point, but shifting conditions (both external and local) will require ongoing reevaluation. Target industry selection is necessarily a dynamic process, as sectors that may make sense at one point may not be viable in the future. Telecommunications is a good example; after having appeared on

virtually every target industry list in the mid-to-late 1990s, significant over-capacity lead to massive industry lay-offs and restructuring in the wake of 9-11 and the dot.com crash.

Expansion (and, by extension, retention) represents the bulk of the near-term opportunity. Conventional wisdom holds that local expansion and entrepreneurship creates approximately 4 out of 5 jobs nationwide, a trend that is likely to be the case (at least in the near term) for Kerrville/Kerr County as well. By the same token, retention is an equally vital economic development task, as a job saved is just as valuable (if not more so) than a new job created. In that light, the "Legacy Production" target acknowledges current large production-related employers in the community.

Labor force constraints limit the community's current capacity to attract large-scale new employment, further suggesting that employment growth will come from existing firms and/or smaller relocations. Smaller firms likely will be a significant part of the mix, especially in sectors that can take advantage of both the quality of life amenities and the area's evolving demographics.

Table 10: Targeted Sectors for Recruitment/Retention

Sector	Local Concentration	Short-Term Growth	Long-Term Growth	Niches	Local Assets
Professional Training		X	X	X	X
Corporate/Management					
Aircraft					
Legacy Production	X			X	X
Aircraft-related					
Jewelry-related					
Plastics					
Specialty Food Processing					
Tourism-related	X	X	X	X	X
High-end Lodging					
Destination Retail					
Entertainment					
Recreational Sports Facilities					
Advanced Building Practices		X	X	X	X
Water/Wastewater					
Materials/Energy systems					
Life Science	X		X	X	X
Physicians/Nursing					
Laboratory-Based Testing, etc.					
Local Population Based					

Professional Training

Building on a process begun by some of the local camps, Kerrville/Kerr County makes sense as an area for corporate retreats/training. Faculty and staff at Schreiner University should also be leveraged as part of any professional training program. New facilities and a marketing effort may required to realize this opportunity. Potential opportunities include the following:

- Mooney currently conducts its training programs for new aircraft owners in San Antonio, but would prefer to offer this instruction at the local airport if appropriate classroom facilities existed. For example, demolishing Building 17 at the airport and constructing a new multi-use facility should be explored by the Economic Partners.
- As part of the recommendation to encourage ACCION funding in the region, Kerrville/Kerr County could host small business forums aimed at entrepreneurship.
- Target large employers in Central Texas to host regional training and other business-related meetings in Kerrville/Kerr County.

Legacy Production

None of the conversations with James Avery, Mooney, or ATEK indicated significant supplier gaps at this point. However, the situation may change in the future, and the status of each as a major primary employer suggests close ongoing contact and quick response will facilitate retention and local expansion. Moreover, the success of these firms and the existing pool of trained workers might encourage similar firms to locate to the region. Potential opportunities include the following:

- Specialty food production such as organic foods and ready-made meals are a growing niche in the supermarket industry. Given Kerrville's history as the original home of H-E-B and proximity to large metropolitan areas, the region should market to niche food manufacturers in this segment.
- Building upon the ongoing airport study and the existing pool of trained workers, aircraft-related manufacturing is a viable target. Just like the technology sector, employment in this industry is not constant, but a handful of related firms could help create employment stability as well as an industry cluster.
- Encourage the recruitment and development of an artisan crafts cluster in Kerrville/Kerr County. For example, a retiree moving to Kerrville might now have the financial resources to open an art gallery or studio. These businesses will probably employ a small number of people, but this cluster helps create a cultural vitality required to recruit people and other firms.

Case Study - Asheville North Carolina Economic Development via the Arts

The primary leader of economic development in Asheville, North Carolina is the Asheville Area Chamber of Commerce Economic Development Department. The Economic Development Department is led by a vice president of economic development and a vice president of small businesses who are aided by a director of business and industry

services, a director of research and information, a research assistant, and an administrative assistant.

In addition to the City and the Chamber, economic development is supported in part by the region's strong artistic community. To foster creative industries as well as Asheville has, a city must invest in the civic infrastructure required to support these ventures. For many years, Asheville has embraced the arts through its Area Arts Council. The Council's programs and services fall into five major categories: Arts-in-Education, Artist Support Services, Organizational Support Services, community services, and the Urban Trail.

- The Arts-in-Education program funds artist performances and residencies in the schools, administers a scholarship fund for local high school students who will pursue higher education in the arts, administers the KidsTix program (which provides tickets to cultural events for underserved students with mentors), provides professional development opportunities to teachers as a Kennedy Center Partners in Education participant, and offers Teaching Artist training.
- The Regional Artist Project Grants, feature local artists' work in 3 exhibition spaces which total more than 2,000 square feet of downtown space, present professional development training for artists to help advance the business of the arts, and serve as an informational resource to all local artists, community members, students, arts organizations, businesses, and tourists.
- The Grassroots Arts Program gives a high priority to those organizations targeting under-served populations, emerging organizations meeting a special need in the community, and projects that explore new, creative directions in the arts or provide a special arts or cultural service to the community.
- The City and the Arts Council are partners in the Urban Trail, which has become the unique signature piece of Asheville's history. This walking tour is visited by countless tourists, school groups, and locals. The Arts Council is responsible for marketing, tour scheduling, and guide training for this treasured attraction.

Asheville also recognizes the link between an artistically creative community and the growth of high tech businesses. August 2000, the Asheville Chamber Economic Development Department launched an initiative to promote creativity and high-tech in the area. The Chamber formed the Asheville Area Technology Council, which meets bimonthly and aims to provide educational and networking opportunities to existing technology firms and to develop strategies which promote the growth of these companies and the attraction of new technology companies and talent to the area.

Asheville ranked the #1 out of 10 Great Adventure Towns by National Geographic Adventure Magazine in 2004 and number 10 out of 25 Top Art Destinations by

AmericanStyle magazine. In addition, Cities Ranked and Rated ranked it the #8 Best Place to Live out of 331 metros. The publicity generated through Asheville's active arts community is a marketing engine that supports residential and business expansion to the area.

Tourism-Related

As one of the mainstays of the local economy, tourism is a clear target for expansion and development. In general, the first three sub-segments all speak to a strategy of reaching beyond the existing base toward a higher-end market. Recreational sports facilities would work well with the current infrastructure, as the lodging requirements, etc. are consistent with what is already in place. Potential opportunities include the following:

- High-end lodging options are limited in Kerrville/Kerr County, however, there appears to be sufficient demand for growth in this sector. For example, out-of-town visitors going to events at the Hill Country Shooting Sports Center, Mooney airplane owners in town for training, or parents dropping their children off at summer camp are an immediate target.
- The lack of entertainment options, especially at night, was a common weakness cited in the community survey. While not a typical economic development target, enhancing entertainment options improves the overall quality of place which helps attract future tourists, businesses, and younger residents. Downtown might be the best location to encourage the grouping of these venues to create a mini-nightlife district.
- As San Antonio continues to expand along I-10, destination retail will likely occur west of 1604. These retail developments will likely draw shoppers from Bandera, Gillespie, Kerr, and Kendall Counties. Instead reaching for every store or brand, Kerrville should develop unique shopping options or venues. For example, downtown Kerrville might become the high-end retail outlet in the area - which also encourages out-of-town guests to spend money.
- Recreational sports facilities would work well with the current infrastructure, as the lodging requirements, etc. are consistent with what is already in place. Soccer, baseball, and basketball tournaments attract hundreds of visitors to each event. This strategy would require the community to build a sports complex, but hotel and sales tax revenues might justify the investment if the complex is part of a larger parks plan. Kerrville already has a strong brand with youth based on its summer camp programs which should make hosting and attracting youth teams easier than other communities.

**Case Study - Hot Springs, Arkansas
Courting Business through Tourism**

Hot Springs' leading economic development organization is the Garland County EDC, which is housed in the Greater Hot Springs Chamber of Commerce.

Hot Springs is home to companies like Accent Marketing Services, Weyerhaeuser, Xerox, Stanley Associates and Arkansas Aluminum Alloy. More than \$100 million in technology, tourism, manufacturing, and life sciences projects have been announced in Hot Springs since 2004 the past three years.

The city's newest industrial site, the 80-acre Hot Springs Office and Technology Park, is located adjacent to the Hot Springs Municipal Airport. The Park is fitted with telecommunications capacity sufficient for call centers. The EDC's increased emphasis on health care, biotechnology is becoming a growing industry in the area and is a target for the Park.

The region has long been a magnet for tourists and retirees. Tourism is Hot Springs' top marketing resource and generates significant exposure for the region. Both State and local leaders have invested in expanding the tourism industry as a means for boosting economic development. The State of Arkansas recently established tax incentive programs for tourism-oriented businesses. The city expanded and renovated its convention center to accommodate larger conferences. Both recreational and business visitors provide a good stream of economic development leads for Hot Springs.

Advanced Building Practices

Growth in more affluent residents, evolving use of materials and technology, and shifting consumer preferences are all contributing to new approaches to construction, especially residential construction. The translation, at least in part, is growing demand for solar panels, rainwater collection systems, etc. Kerrville/Kerr County could be a center for firms serving the regional market that create/install this type of technology. Potential opportunities include the following:

- Green building and sustainable development is still evolving, but market demand is growing rapidly each year. In the US, McGraw-Hill Construction predicts that the market for 'true green homes' is expected to rise from \$2 billion to \$20 billion over the next five years. The region should heavily recruit firms in the green building materials sector.
- Kerrville/Kerr County should work with Schreiner University and the Alamo Community College District to offer green building programs similar to the Santa Fe Community College Center for Community Sustainability which offers noncredit courses designed to increase awareness of energy and water sustainability issues, provide information about alternative energy sources and

train individuals for employment or entrepreneurship in these rapidly growing industries.

Life Sciences

Healthcare is already the largest industry in Kerrville/Kerr County, a situation unlikely to change in the near future. However, the increasing affluence of the retiree population (and the ever-expanding range of medical procedures and technology available) points toward a wider range of products and services than what is presently offered. Part of the challenge will come in identifying when critical mass has been reached, and when there is sufficient local demand to justify a Kerrville location (rather than only Austin or San Antonio). In addition to healthcare, laboratory-based research and manufacturing has a long tradition in the area. Potential opportunities include the following:

- Work with the Kerrville Veterans Administration Hospital to explore the options for the local facility to expand in the area of rehabilitation services for veterans returning from Iraq and Afghanistan.
- Beyond USDA's Knippling-Bushland facility, which brings millions of dollars into the economy annually, there is at least one local private sector firm already operating in this area. The veterinary and agricultural/biological sector is also not a heavily target sector for economic development.
- Actively recruit pharmaceutical, biotechnology, medical device, and other R&D organizations to create a center of excellence related clinical research focused on aging populations.

Action:	Have all groups involved in economic development in Kerr County adopt this target industries list
Primary:	Cities of Kerrville and Ingram and Kerr County
Support:	KEDF and Chamber
Start:	1-3 months

Project-Based Development

For a number of reasons, standard economic development practice does not typically include housing, retail trade, and consumer services as candidates for economic development and financial incentives. First, consumer activity is normally considered a secondary industry, meaning that it serves mainly local markets, rather than a primary industry, which sells its products and services to non-local customers. Importing of external funds by primary industries is traditionally considered the foundation of economic development, as a region's primary employers create spin-off effects that increase demand for small business services, promote consumer activity, and directly and indirectly enhance the community's tax base. Second, local competition is likely to be strong for a new retailer to a community, and it is both ethically and politically challenging

to provide a subsidy to a direct competitor to an existing local firm. Finally, the ripple effects associated with retail trade (and consumer-driven industries in general) are relatively lower than for production sectors of the economy, as the backward and forward linkages to other industries are not as extensive, reducing the multiplier effect. As a result, some communities have explicitly prohibited retail trade from receiving incentives under the city's economic development policy.

In Kerrville/Kerr County, however, entertainment, retail trade, and consumer services (including certain types of housing) are valid targets for economic development. One specific target, destination retail, can encompass a number of other sub-targets including retail, hospitality, and entertainment. While no formal definition exists, destination retail centers vary based on size, with the focus on providing selection and service as well as enhancing the shopping experience. These centers aim for high consumer awareness, with the goal of becoming "the place to go" when a purchase decision is being made. A new destination retail/entertainment project not only attracts regional shoppers, but this type of project helps maintain Kerrville/Kerr County's sales tax base. Since Kerrville/Kerr County is not a major exporter of manufactured goods, enhancing local retail and entertainment options is especially important in light of new developments in surrounding communities. By the same token, the labor force constraints facing the community suggest that workforce housing is a top priority.

Depending on the size and scope, the following benefits may accrue from this type of project:

- If the development represents "destination" retail, it may well draw shoppers from outside the local market, enhancing tourism. It may also represent unique retail that is not currently available in the local market.
- Mixed-use developments tend to have a longer "shelf-life" than traditional developments, which will tend to create a greater fiscal impact over the medium and longer-term. A portion of this impact is due to the inclusion of housing in the project, both through direct enhancement of the tax base and the indirect effects of relocating consumers to the city.
- To the extent that the development includes public facilities and advances public goals, benefits are created in several ways. First, the public interest is served directly to the extent that they are used and enjoyed. Second, the cost of these amenities is initially borne by the developer; even if inducements are ultimately used to "pay" for some portion, the ability to coordinate their inclusion with the development from the beginning means that there likely will be a synergistic effect with the shopping and services offered elsewhere in the center, creating greater leverage with consumers.

Action:	Encourage public sector jurisdictions to expand the definition of target industries to include project-based developments
Primary:	EDF and Chamber
Support:	Cities of Kerrville and Ingram and Kerr County
Start:	1-3 months

The marketing recommendations and strategies in Priority 4 – Enact a Coordinated Economic Development Marketing Campaign apply to the target industries. The audience of an economic development marketing campaign depends on the community's assets and needs. Clearly, Kerrville/Kerr County will focus on target businesses that bring new capital investment, jobs, and income to the area. In addition to industries, Kerrville/Kerr County also needs to market to skilled workers, entrepreneurs, R&D institutes, federal projects, retailers, and real estate developers.

Kerrville/Kerr County's target industries should evolve based on market conditions, national and local economic trends, and specific regional issues. Because the needs of the target industries can vary year-to-years, TXP believes Kerrville/Kerr County should continually refine and refocus its target industry market based on three general steps. These actions items should closely align with the more general marketing strategies detailed in Priority 4.

1 - Develop a specific marketing plan for each target industry

Once target audiences have been identified, the community should develop a strategy to direct the marketing campaign. Tailor the plan to the needs of the target audiences. Sales messages should be customized for each audience. Marketing tools should be selected based on the way that audiences like to receive information. Marketing activities should position the community in places where the target audiences will be. Marketing plans should include a three-year calendar of activities, budget, and metrics.

Case Study – Temple, Texas

Long-term Planning for the Target Industries

Temple, Texas, recently completed a marketing strategy that lays out a monthly calendar of marketing activities for the next three years. The calendar allows the EDC to prepare well in advance for industry trade shows, direct mailings, and marketing trips, and ensures that their budget is adequate. At the end of each year, the EDC revisits the plan to assess their performance and make adjustments for the upcoming year.

2- Build local support

Internal marketing is as important to the success of economic development as external marketing. Before launching an external campaign, be sure that community leaders are cohesive in their overall support of economic development. Arm them with sales statements so that when they speak about the community, their voices are unified.

Reiterative messaging will increase the chance that target audiences remember the community's selling points.

It is important to make the marketing planning process as inclusive as possible in order to build support for the plan. The more local business people, residents, public sector officials, educators, and media are involved in the process, the better spokespeople they will be. Positive word-of-mouth promotion is often a community's very best marketing resource.

***Case Study – Charleston Regional Development Alliance
Build Community Support for the Target Industries***

The Charleston Regional Development Alliance included more than 700 people in the process of crafting its marketing strategy three years ago. Today, the marketing initiative continues to involve the community through 'cluster teams,' which bring business executives together on a quarterly basis to tackle issues directly affecting their industries. The effort has resulted in an unprecedented level of new business investment as well as heightened entrepreneurship.

3 - Market smart

Smart marketing requires in-depth knowledge of the target audiences. The marketing plan should contain a profile of each audience that includes information about industry trends, site selection requirements, where they are located, what they read, and where they network. Having this knowledge allows an economic developer to customize his marketing activities.

Typical economic development marketing activities include trade show attendance, marketing missions, familiarization tours, public relations; advertising; and direct mail. Tools used to support marketing activities include websites, print / online newsletters, brochures, fact books, community videos, and postcards, to name a few. The combination of marketing activities and tools a community chooses to utilize depends on the target audience. If targeting software companies, for example, a community may choose to publicize in IT newsletters, distribute an HTML newsletter, and invest in an outstanding website. If targeting traditional manufacturers, a community may opt for a combination of trade show attendance, printed collateral materials, and marketing missions to meet face-to-face with prospects.

***Case Study – Orlando, Florida
Targeting Tourists***

Some communities discover that their target audiences are coming to them as tourists, and they adapt their campaign as such. The Orlando Economic Development Commission recognized that many executives travel to the region with their families for vacation or to attend conferences. In response to this, the EDC works closely with the Convention and Visitors Bureau to develop printed collateral for placement in local hotel

rooms. In addition, the EDC spends a portion of its marketing time to recruiting target industry conferences to town.

Case Study – Richmond, Virginia
Targeting Young Professionals

Richmond, Virginia is an example of a community that targets young professionals in addition to industry. The region understands the connection between business investment and availability of skilled workers. In response, the Greater Richmond Partnership publishes a quarterly Work Magazine that features young talent and careers in the region. The publication is distributed in major U.S. metros to attract new residents as well as to site selectors as a way of showcasing the region's abundant young talent.

Action:	Develop a marketing plan for each target industry
Primary:	EDF and Chamber
Support:	CVB
Start:	Immediately

Priority 2 – Adopt incentive policy guidelines that are competitive with other regions while protecting the tax base

To influence the direction and extent of their economic development, many state and local governments have adopted the practice of providing incentives for increased economic activity to existing firms that are expanding and/or firms or projects that are considering locating in the local area. A wide array of policy instruments are used to create these incentives, ranging from favorable tax treatment to the waiving of certain fees to the public provision of specialized services (e.g., machine-operator training at community colleges).

Provision of incentives to specific firms, once routine, has become increasingly controversial. Critics charge that they are little more than "corporate welfare" - unnecessary subsidies to well-heeled corporations that come at the expense of the rest of the community's taxpayers. Proponents, on the other hand, argue that they remain an essential tool for effective industrial recruitment and retention, and that failure to offer viable incentive packages severely undermines Kerrville/Kerr County's competitive position.

While targeting focuses on business sectors, incentives are offered to specific firms. If a firm has been identified as part of a formal target business process, the following evaluation considerations presumably have been answered. However, there may be firms who come to the city seeking incentives who have not been targeted for recruitment that are, nevertheless, potentially desirable. By the same token, local firms planning to expand may also seek incentives, and should be subjected to an evaluation process as well.

The first step in developing a coherent business incentive policy is to carefully assess the overall nature and scope of the net benefits of some of these instruments to the taxing jurisdictions and taxpayers. As part of this process, a number of questions arise. For example:

- Would this project happen absent the provision of incentives?
- What is the opportunity cost of the incentive (in other words, what alternative uses of these resources are foregone by supporting this project)?
- How much economic activity will accrue to the area providing the incentives (as well as other communities in the region) as a result of the project? What is the total present value of the incentive package?
- How much will it cost the jurisdiction to adequately service (e.g., utilities, public safety, etc.) the project during its construction and operational phases? What will be the environmental impact?
- What return can government expect in terms of tax revenues from the project?
- Will the benefits accrue past the immediate recipient? Over what time period?

Before considering whether or not to offer a prospect an incentive, the questions above should be answered. A cost-benefit analysis to determine the potential value of the firm to the community is the first step in this process; once the relative benefits of the firm have been measured, it is then possible to evaluate the nature and scope any incentive to be offered, and to then confirm that the benefit to the community remains positive.

Policy Guideline #1:

Benefits should exceed costs, even after incentives are granted. Except in extraordinary situations, the public sector should not be willing to "go upside down," meaning that tax revenues must exceed public sector costs.

This may appear obvious, but many communities do not accomplish this goal by failing to accurately measure each. One of the issues complicating the evaluation is what standard should be used to account for benefits. From the point of view of strictly the local economy, economic activity (which we think is best measured by total local payroll) would be the best single measure, but that can create a situation where net public resources are allocated to create private gain; in other words, the cost of the incentive from a local public sector jurisdiction is greater than the expected return in new tax revenues from activity associated with the plant or firm. As a general rule, care should be taken to avoid this situation, although it may be necessary on occasion. Ideally, the cost of the incentive will not exceed the expected fiscal return to the participating jurisdictions.

Policy Guideline #2:

The Cities of Kerrville and Ingram and Kerr County should commit to using the same standards to evaluate possible incentives for economic development projects, with the expectation that each applicable jurisdiction will participate if a project is deemed worthy.

Much of the tenor of the entire economic development plan has been that it is a community-wide effort. In that light, it makes sense that common standards regarding evaluation and terms and conditions on incentives would be adopted. In addition, the potential value to a recipient is greater if all applicable jurisdictions participate – if the purpose is to incentivize action, it is desirable to maximize the value of the offer (within the policy guidelines).

Evaluation Framework

Based on discussions with local economic development stakeholders, the target business sectors discussed above, and professional expertise and experience, TXP has created a preliminary framework (Scoring System) by which Kerrville/Kerr County can assess the impact of future projects. This process not only allows evaluation of projects, but also provides guidance on the level of incentives that the community might ultimately offer. TXP's approach strives to offer competitive incentives to important projects while protecting the community's unique position and cultural heritage.

The Scoring System is an approach that uses points for each of the major criteria discussed in the next section. This Scoring System evaluates both the traditional (economic impact) and non-traditional (quality of life) elements of the project. These point values are for illustration, and should be refined/adjusted as Kerrville/Kerr County sees fit.

Table 11: Preliminary Scoring System

Overall Economic and Fiscal Impact			
Minimal	Acceptable	Good	Excellent
0	10	20	30
Character of Jobs			
Poor/Minimal	Acceptable	Good	Excellent
0	10	20	30
Linkage to Local Economy/Targets			
Unconnected	Acceptable	Good	Excellent
0	10	15	20
Additional Contribution to Community Vitality			
Minimal	Acceptable	Good	Excellent
0	10	15	20
Total Possible Points			100
Bonus Points for Desired Development Location			15

Policy Guideline #3

Firms with a score between 70-100 may qualify for return of up to 50% of the net present value of the estimated total tax liability, minus direct city and or county costs, for a term that may be as long as 10 years. Firms with a score between 50-70 may qualify for up to 30% of the net present value of the estimated total tax liability for a term that may be as long as 10 years. Firms that score 50 and below do not qualify. In addition, tax revenue returned will not exceed 80% of the total tax liability in any single year.

Scoring System Factors

Economic/Fiscal Impact and Character of the Jobs

Kerrville/Kerr County's primary considerations when evaluating whether or not to offer a specific relocating or expanding company an incentive package is the potential aggregate economic and fiscal impact on the community and the character of the jobs to be created. Standard questions asked when evaluating firm-based incentives requests may include:

- What is the absolute size of the net benefit (economic and fiscal)?
- Is the firm a headquarters operation? Does it represent the "headquarters" of a new product line/service for the firm?
- Is the firm growing? Is the firm in a growing industry? How stable is the firm?

- Does the project represent a significant enhancement of the local tax base over and above the economic impact (i.e., a new entertainment/lodging facility that can choose whether or not to locate in the city limits)?
- Will the firm make a disproportionate demand on the community's environmental and infrastructure resources?

Policy Guideline #4:

The present value of the local economic impact of the relocation or expansion (as measured by new direct local payroll) should be at least \$285,000 annually at buildout to qualify for incentives. As a practical matter, that means that a firm paying an average hourly wage of \$14.20/hour (the average hourly wage in Kerr County in 2006) would have to employ at least 10 new people to qualify. Standards as to what counts as Acceptable, Good, etc. will vary by industry.

At first blush, this may appear to be "setting the bar low." However, the above represents a minimum level of investment that appears realistic in light of the labor force constraints facing the community. Moreover, it facilitates local firms qualifying expansion rather than relocation of existing Kerrville/Kerr County firms.

Policy Guideline #5:

The average wage paid as part of the relocation or expansion should exceed the local average wage for the firm's industry. As standard practice, the threshold for an "Acceptable" rating should be firms that will pay higher than average local wages for the company's industry and/or provide health insurance as part of the overall compensation. The standard for a "Good" rating would be firms that both pay higher than average local wages and provide health benefits (assuming they meet the minimum standard in Policy Guideline # 4). Additional factors (paid training, opportunities for advancement, connection to programs at Tivy or Schreiner, etc.) should also be considered.

While the above areas are the main criteria for determining the scope of inducements to offer, there are other considerations as well. The character of new jobs being created and a firm's overall labor practices are important, as it is in Kerrville/Kerr County's interest to ask not only "how many" but also "what kind?" To that end, industry-specific wage information can be used to evaluate if a firm is improving the overall wage climate in Kerrville/Kerr County.

Local Linkages to the Economy & Contribution to Community Vitality

While the above areas are the main criteria for determining the scope of incentives to offer, there are other considerations as well. A target business might have strong actual or potential linkages to the current Kerrville/Kerr County economy (such as specialty food manufacturers or entertainment venues in downtown), but might not qualify by using a traditional economic impact analysis approach. Therefore, it is important that the Kerrville/Kerr County incentives framework be able to consider these types of projects or

opportunities as well. For these types of projects, the following questions should be reviewed:

- Does the project make use of an especially underutilized asset?
- Will the project create significant contracting opportunities for local firms?
- Does the project fill a hole in Kerrville/Keir County's economic base?
- Does the project have the potential to either seed a new cluster or bring additional firms to Kerrville/Kerr County?
- Will the firm directly compete with existing local firms?

Policy Guideline #7:

Projects that address a specific need, such as workforce housing, destination retail/entertainment, and/or redevelopment/reuse of certain sites (such as Sid Peterson or the airport) may qualify for incentives if they receive public sector support outside of the incentive structure (through vehicles such as EIC funding, participation in a tax-increment financing district, expedited regulatory treatment, and/or the donation of land).

The evaluation process outlined above can be applied to any economic development situation, but is perhaps best suited to evaluating firms and, to a lesser extent, projects that are stand-alone developments. However, there clearly could be situations (such as the redevelopment of the Sid Peterson site or the possible creation of training capacity at the airport), which are outside these parameters. If the decision is made to offer public sector support, either financial or regulatory, then additional leverage could be created through providing tax incentives as well.

Policy Guideline #8:

Chapter 380/381 of the Texas Local Government Code, due to its flexibility and simplicity, is likely to be the preferred vehicle for any financial incentive agreement between Kerrville/Kerr County and a potential recipient.

Within this structure, sales taxes, property taxes, and other fees, etc. paid by the company could be eligible to be included in the agreement, although all should be returned, rather than waived/abated. Property taxes can be an incentive for existing space as well. For end-user purchase, Kerrville/Kerr County can offer to structure an agreement that returns, on a performance basis, the taxes that accrue based on the incremental growth of the property over time. The same process could be applied to end-user tenants, since commercial/industrial leases can be written as "triple net," where the tenant directly pays the cost of taxes, insurance, and utilities.

What this structure does is to insure that Kerrville/Kerr County covers its costs before offering incentives, while essentially forgoing the right to use the "profit" from the firm to cross-subsidize residents (as with utilities, commercial property taxpayers tend to provide a disproportionate share of revenue). At the same time, the community (and the city) gain

In a number of additional ways, such as economic activity in the form of jobs and spending plus additional tax revenues.

Policy Guideline #9:

Financial Incentives should not be "front-loaded." Rather, the community should set an incentive policy based on returning taxes and/or fees paid by a company upon execution of a specific set of agreed-upon performance criteria between the firm and each participating jurisdiction.

Standard economic development practice has moved toward using performance-based standards to safeguard the public interest in economic development incentive agreements. The extent of the incentive(s) to be offered could be a substantial percentage of the net gain to the community, as measured by the expected tax revenue gains minus direct costs, and the community should be aggressive in working with companies and projects that meet the criteria established. However, the return of these funds must be performance-based, and must occur after the funds have been paid initially to each participating jurisdiction.

Policy Guideline #10

Kerrville/Kerr County should reserve the right to craft a unique incentive package in the case of extraordinary opportunities for economic development in Kerrville/Kerr County. These may include cases with: 1) exceptionally high levels of economic impact as measured by investment, jobs, or tax revenue; or, 2) opportunities to leverage significant funds from other public sector jurisdictions, for example federal or state sources.

Inevitably, there will be situations that should be exceptions to the policy guidelines outlined above. This guideline provides some indication about the conditions under which an exception should be made, and acknowledges that overall policy must contain some flexibility.

Action:	Encourage the Cities of Kerrville and Ingram and Kerr County to adopt these standards to evaluate possible incentives for economic development projects
Primary:	Cities of Kerrville and Ingram and Kerr County
Support:	KEDF and Chamber
Start:	1-3 months

Example Projects

Example 1 - Specialty Food Processor

The Amalgamated Food Company seeks to establish new production capacity somewhere in the United States. Amalgamated intends to build a campus-style facility with an estimated value of \$12 million, and employ 65 full-time workers, the bulk of whom will be production staff. The City will need to spend \$300,000 in providing infrastructure related to the facility. Having narrowed their search to four communities (including Kerrville), Amalgamated has asked for incentives.

For the sake of argument, Amalgamated fits with the target industries identified for recruitment to Kerrville/Kerr County. At the same time, the firm is growing, and its labor force practices (both in terms of compensation, job structure, and provision of health insurance) are above industry standards.

Overall Economic and Fiscal Impact			
Minimal	Acceptable	Good	Excellent
0	10	20	30
Character of Jobs			
Poor/Minimal	Acceptable	Good	Excellent
0	10	20	30
Linkage to Local Economy/Targets			
Unconnected	Acceptable	Good	Excellent
0	10	15	20
Additional Contribution to Community Vitality			
Minimal	Acceptable	Good	Excellent
0	10	15	20
Bonus Points for Desired Development Location			0
TOTAL SCORE			75

Project Score = 75. This project would qualify for up to 50 percent tax incentive.

Project Details

Taxable Annual Sales	NA
Number of FTEs	65
Average Hourly Wage	\$12.50
Average Annual Wage	\$25,000
Total Annual Payroll	\$1,625,000
Taxable Hotel Revenue	\$0
Value of Property, etc	\$12,000,000
Payroll Growth Factor	3%
Sales Growth Factor	3%
Value of Plant/Equipment Growth Factor	3%
Hotel Revenue Growth Factor	3%
Discount Rate	6%
Present Value of Fiscal Benefits - No Incentives	\$908,913
Estimated Direct City/County Costs	\$300,000
Present Value of Fiscal Benefits - With Incentives	\$727,130
Present Value of Public Costs	\$273,588
Present Value of Net Benefits - With Incentives	\$453,542
Value to City/County as Percentage	60%

Example Abatement Schedule

Year	Kerrville	Kerr County	Direct Cost Timing
Year 1	20%	20%	60%
Year 2	20%	20%	20%
Year 3	20%	20%	20%
Year 4	20%	20%	0%
Year 5	20%	20%	0%
Year 6	20%	20%	0%
Year 7	20%	20%	0%
Year 8	20%	20%	0%
Year 9	20%	20%	0%
Year 10	20%	20%	0%

Example 2 - Biopharmaceutical Manufacturing Plant

ABC, Inc. is a leader in the growing field of biopharmaceutical manufacturing. ABC plans to build a facility and put in place equipment in the desired development zone with a total taxable value of \$6 million, and employ 15 full-time workers, with a mix of technical, professional, operators, and administrators among the firm's employees. There are no expected direct costs.

Overall Economic and Fiscal Impact			
Minimal	Acceptable	Good	Excellent
0	10	20	30
Character of Jobs			
Poor/Minimal	Acceptable	Good	Excellent
0	10	20	30
Linkage to Local Economy/Targets			
Unconnected	Acceptable	Good	Excellent
0	10	15	20
Additional Contribution to Community Vitality			
Minimal	Acceptable	Good	Excellent
0	10	15	20
Bonus Points for Desired Development Location			15
TOTAL SCORE			65

Project Score – 65. Qualifies for up to 30 percent tax incentive.

Project Details

Taxable Annual Sales	NA
Number of FTEs	15
Average Hourly Wage	\$22.50
Average Annual Wage	\$45,000
Total Annual Payroll	\$675,000
Taxable Hotel Revenue	NA
Value of Property, etc	\$6,000,000
Payroll Growth Factor	3%
Sales Growth Factor	NA
Value of Plant/Equipment Growth Factor	3%
Hotel Revenue Growth Factor	NA
Discount Rate	6%
Present Value of Fiscal Benefits - No Incentives	\$454,456
Estimated Direct City/County Costs	\$0
Present Value of Fiscal Benefits - With Incentives	\$318,784
Present Value of Public Costs	\$0
Present Value of Net Benefits - With Incentives	\$318,784
Value to City/County as Percentage	70%

Example Abatement Schedule

Year	Kerrville	Kerr County	Direct Cost Timing
Year 1	75%	75%	0%
Year 2	75%	75%	0%
Year 3	50%	50%	0%
Year 4	50%	50%	0%
Year 5	25%	25%	0%
Year 6	0%	0%	0%
Year 7	0%	0%	0%
Year 8	0%	0%	0%
Year 9	0%	0%	0%
Year 10	0%	0%	0%

Example 3 - Mixed Use Project

New Urban Builders plans to bring a mixed use project to a greenfield site in Kerr County within the city limits of Kerrville. The plan is to build 275,000 square feet of retail, add 75,000 square feet of office uses (expected to be largely medical related uses), and to add 200 housing units, of which 75 will be single-family priced between \$85,000 and \$115,000/unit, with the balance multi-family rental. The City and County will spend \$475,000 in infrastructure extensions. The following table details the project's financial parameters.

	Retail	Office	Single-Family	Multi-Family
Square Footage	275,000	75,000	75	125
Value/Unit-Sq Ft	\$125	\$145	\$100,000	\$75,000
Sales/Sq Ft	\$225			
Value	\$34,375,000	\$10,875,000	\$7,500,000	\$9,375,000
Sales	\$61,875,000			
Total Taxable Value	\$62,125,000			
Taxable Sales	\$61,875,000			

Overall Economic and Fiscal Impact				
	Minimal	Acceptable	Good	Excellent
	0	10	20	30
Character of Jobs				
	Poor/Minimal	Acceptable	Good	Excellent
	0	10	20	30
Linkage to Local Economy/Targets				
	Unconnected	Acceptable	Good	Excellent
	0	10	15	20
Additional Contribution to Community Vitality				
	Minimal	Acceptable	Good	Excellent
	0	10	15	20
Bonus Points for Desired Development Location				0
TOTAL SCORE				55

Project Score – 55. Qualifies for up to 30 percent tax incentive.

Project Details

Taxable Annual Sales	\$61,875,000
Number of FTEs	650
Average Hourly Wage	\$12.00
Average Annual Wage	\$24,000
Total Annual Payroll	\$13,200,000
Taxable Hotel Revenue	NA
Value of Property, etc	\$62,125,000
Payroll Growth Factor	3%
Sales Growth Factor	3%
Value of Plant/Equipment Growth Factor	3%
Hotel Revenue Growth Factor	NA
Discount Rate	6%
Present Value of Fiscal Benefits - No Incentives	\$15,000,035
Estimated Direct City/County Costs	\$475,000
Present Value of Fiscal Benefits - With Incentives	\$11,949,479
Present Value of Public Costs	\$429,448
Present Value of Net Benefits - With Incentives	\$11,320,030
Value to City/County as Percentage	77%

Example Abatement Schedule

Year	Kerrville	Kerr County	Direct Cost Timing
Year 1	40%	40%	50%
Year 2	40%	40%	25%
Year 3	40%	40%	25%
Year 4	40%	40%	0%
Year 5	10%	10%	0%
Year 6	10%	10%	0%
Year 7	10%	10%	0%
Year 8	0%	0%	0%
Year 9	0%	0%	0%
Year 10	0%	0%	0%

Priority 3 – Ensure that economic opportunity and advancement are available to all Kerrville/Kerr County residents by growing the middle class

Although the KEDF is not charged with community development activities per se, as one of the region's leading economic development participants it should be involved in setting the direction for local improvements that are made. This involvement will assure that the region is in the best condition possible to compete for retaining skilled workforce, targeting industries, and promoting entrepreneurship. For many of these tasks, the KEDF will play a supporting role to the primary organization responsible for this area.

Recommendation 1: Assist in the redevelopment of Downtown Kerrville Medical Complex

The *Kerrville Daily Times* recently opined that "a healthy and vibrant downtown benefits all concerned - the city, businesses, tourists and residents - in the form of an area that generates tax revenues from profitable businesses." TXP concurs – downtown has the potential to be a focal point for the community, both in terms of the day-to-day lives of local residents and as a significant element of the attractions that make Kerrville/Kerr County appealing to both tourists and those relocating to the area. The movement of Sid Peterson Memorial Hospital and Guy Griggs building tenants as well as the closure of Schreiner Department Store have heightened the stakes, but have also created an opportunity to revitalize downtown in a manner that both enhances quality of life and maximizes economic development. No redevelopment possibility should be overly emphasized or discounted since the marketplace is the ultimate arbiter of which land use is the most viable over the long-term.

Christopher Leinberger of the Brookings Institute has devoted much time and energy to studying what works best in crafting a downtown revitalization strategy, and has encapsulated his work into twelve broad steps, as follows:

1. Capture the Vision
2. Develop a Strategic Plan
3. Forge a Healthy Private/Public Partnership
4. Make the Right Thing Easy
5. Establish Business Improvement Districts
6. Create a Catalytic Development Company
7. Create an Urban Entertainment District
8. Develop a Rental Housing Market
9. Pioneer an Affordability Strategy
10. Focus on For-Sale Housing
11. Develop a Local-Serving Retail Strategy
12. Re-create a Strong Office Market

In general, the first six steps are designed to put public policy in place necessary to create the infrastructure and financial structure to facilitate downtown redevelopment. The next six steps shift the focus to the private sector, and are designed to enhance the functioning

of the real estate market. While the details for each community inevitably will vary, "in one fashion or another, this strategic process has been implemented by all of the downtowns in which the author (Leinbarger) has worked."¹

Leinbarger's approach is an excellent general guide to downtown redevelopment, and should be followed (at least in outline form) as Kerrville/Kerr County creates the specifics of its plan. In addition, TXP recommends that:

1. The community should consider engaging outside help to coordinate and manage the downtown redevelopment process, in the process identifying all costs associated with the plan's implementation.
2. The EIC consider funding some portion of the costs identified above, either through direct grants, or the commitment to service debt.
3. A tax-increment financing district (TIF) or some similar financing instrument be put in place to help create additional resources.
4. Redevelopment of the Sid Peterson site becomes a priority. In that context, a site-specific plan should be developed as part of the overall downtown effort, with every effort to connect possible uses to targeted sectors. Local public sector jurisdictions, if feasible, should give strong consideration to helping catalyze the process as end-users of the site themselves.
5. The City of Kerrville should identify a single point of contact within the city that will serve as Project Coordinator for this and other large scale projects.

Action:	Engage a consultant to guide the development of a downtown redevelopment plan that identifies the highest and best use for existing buildings based on market conditions, development cost including infrastructure, and completion timeline
Primary:	Sid Peterson Hospital, City of Kerrville, and Kerr County
Support:	KEDF, EIC
Start:	Immediately

¹ http://www3.brookings.edu/metro/pubs/20050307_12steps.pdf

Recommendation 2: Increase access to capital, promote entrepreneurship, and assist small business expansion

Economic development should be viewed as a pathway for making it easier for all segments of the population to afford to live and work in Kerrville/Kerr County. The area suffers from a widening gap between local wages and the cost of living. While economic theory states that earnings are closely related to productivity, recruiting higher paying firms from outside the region is only one tactic that can be used to address this concern. Another option, rooted in Kerrville/Kerr County's entrepreneurial history and spirit, is access to capital for the next generation of small business owners.

The building of a fertile small business environment provides communities a necessary economic safety net. A thriving small business sector is not only a primary source of employment, but also generates wealth, expands the tax base, encourages socio-economic mobility, incubates industrial innovation, and creates natural links to the economy at large. These benefits also alleviate economic strain caused by the loss or downsizing of large employers by absorbing workers, and continuing to generate capital and economic opportunity. A vibrant network of small businesses helps cities avoid over reliance on a few large businesses, whose closure could be debilitating. Small businesses reduce economic risk by spreading it among rich and varied entities that provide economic goods.

A sustainable and growing small business environment in Kerrville/Kerr County requires the free flow of capital to small businesses. Promoting this type of economic development activity only makes sense in a community with a rich tradition of entrepreneurship success stories. Currently, 32 local businesses have received approximately \$1 million from ACCION loans. This is the type of activity that should be enhanced and expanded.

Action:	Promote Kerrville/Kerr County to microlending programs such as ACCION Texas
Primary:	KEDF, Chamber
Support:	Local banks and financial institutions
Start:	6-12 months

Established in 1994, ACCION Texas is based in San Antonio with satellite offices in Austin, Brownsville, Corpus Christi, Dallas/Fort Worth, El Paso, Houston, Laredo, and McAllen. ACCION Texas provides entrepreneurs from these and other communities throughout the state access to credit and business support services not available from the commercial banking sector. Offices are staffed with loan officers and outreach personnel who market the program and provide information sessions to prospective clients, establish local community relationships, assist borrowers with loan applications, and conduct follow-up visits. Currently, there are 45 staff members and 8 summer interns.

ACCION has disbursed \$42 million in loans and served over 4,400 clients since 1994. The average loan increased over the same period from \$3,000 to nearly \$7,900. In the last three years (2003-2005), ACCION Texas has disbursed over \$20 million, representing 50 percent of all loans disbursed since 1994. ACCION currently has over 1,450 active clients and disbursed over \$8.1 million in loans in 2005.

Case Study – ACCION Lending Success Story

Petra Rosales, Pensamientos de Mi Tierra (El Paso)

Petra Rosales acquired her passion for preserving Mexican heritage from her father, a native of Zacatecas who immigrated to Texas with a head full of rich stories about the culture he experienced as a child. Years later, Ms. Rosales became interested in traditional Mexican costumes while her sons were involved in folklorico dancing. She began making dolls as a hobby, and quickly learned how to make them come alive with her special touch.

As word spread, she began making more dolls and selling them to friends. When she decided to turn her hobby into a business venture, she studied each region of Mexico to learn how to best reproduce its traditional dress. It wasn't long before orders started pouring in. A loan from ACCION Texas allowed Ms. Rosales to keep up with the demand. Ms. Rosales's husband quit his job as a mechanic to help with the doll making, and now they both work full-time in the business. Ms. Rosales design the costumes and paints the delicate features of the faces, and Mr. Rosales hand paints designs on the dresses.

Ms. Rosales's dolls have become sought after by serious collectors, and they have been displayed at exhibitions, festivals, galleries, and museums. Actor Edward James Olmos is one of her fans and has helped to promote her work. No two dolls are alike – each reflects Ms. Rosales's love of Mexican culture and careful investigative work and has an unmistakable air of authenticity.

Action:	Launch an internal marketing campaign that informs Hill Country businesses and residents about these programs
Primary:	Chamber, KEDF
Support:	Local banks and financial institutions
Start:	6-12 months

Kerrville/Kerr County should work to position itself as the Hill Country center of small business lending and access to credit for businesses that do not have access to loans from commercial sources. This strategy could have the affect of organically attracting firms to the region needing access to financing who otherwise would not have considered Kerrville/Kerr County as a location. This action is also consistent with the large number of semi-retired residents who live in the area that have extensive business management backgrounds who could serve as mentors for start ups.

Action:	Establish development processes that make it fast and affordable for small businesses to locate and expand in Kerrville
Primary:	City of Kerrville
Support:	KEDF
Start:	6-18 months

The local business survey indicated a degree of frustration with the City's development process. Many businesses said the process was too cumbersome, costly, and confusing. If this is a concern of existing employers, an entrepreneur or small business owner that does not have experience navigating these procedures might be discouraged from expanding in the area.

The KEDF could facilitate meetings and discussions with local developers and businesses to determine which specific steps in the process are perceived to be the biggest bottlenecks. In addition, the City of Kerrville could task a liaison with guiding small businesses through the development process. This person could serve as a formal or informal 'one-stop-shop' to project manage all development requests from small businesses or start ups.

Recommendation 3: Expand workforce training and skills development

Workforce development and education are the cornerstone for any economic development initiative. A strong pool of workers is critical to business expansion and recruitment to the region as well as industrial diversification. Kerrville/Kerr County is fortunate to be home to Schreiner University. Not only does the school attract students from the surrounding area, but it provides educational access and opportunity to local residents. Campus enrollment is projected to exceed 1,000 students this year.

Alamo WorkSource serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. Alamo WorkSource represents the taxpayers of the 12-county Alamo region. Currently, Alamo WorkSource is actively involved with workforce training programs in Kerrville/Kerr County, spending roughly \$500,000 locally last year.

As part of the business survey, TXP asked local businesses about their perceptions regarding workforce quality, training programs, and availability. The general feeling was that each area could use improvement. The challenge is that each of these segments is interrelated and cannot evolve without the others. For example, new workforce training programs require students to participate, but this is a major impediment given the region's demographic constraints. In addition, Schreiner University is a fine university, but tuition costs exceed the financial resources of some segments of the community. Progress is also being made between Kerrville I.S.D. and Alamo Community Colleges to offer credited courses to students.

Given the number of groups already involved with workforce training and skills development, TXP believes the best opportunity to retain a workforce while improving skills would be to encourage Alamo Community Colleges to establish a program to offer credit classes and vocational training to the general public at a Kerrville location (similar to Austin Community College's center in Fredericksburg). This might be a logical extension of discussions currently underway with the Kerrville I.S.D.

A local community college center would assist the disadvantaged community by offering affordable training without the need to drive to San Antonio. In addition, students might qualify for financial assistance under existing Alamo WorkSource programs. The community should ensure that the geographic location of the facility is accessible to any public transportation in the region.

Action:	Recruit a community college to offer traditional courses and technical/vocational training to all Kerr County residents
Primary:	KEDF, Chamber
Support:	All organizations involved in economic development and education
Start:	18-36 months

Recommendation 4: Attainable Housing

Affordable housing and cost of living concerns were frequently cited by local businesses as major challenges for recruiting workers. The data on employees by place of residence confirmed that a large portion of the local job market is filled by people who live outside of Kerr County. In many communities, tension exists between allowing market forces to set the price of residential units with the basic housing needs of lower income residents.

The Department of Housing and Urban Development (HUD) defines affordable housing as costing the owner or tenant no more than 30 percent of gross income. According to a recent Federal Reserve Bank of Dallas report, "In Texas, the number of families facing a cost burden is growing three times faster than the availability of decent, affordable housing, according to the Texas Low Income Housing Information Service. Rising housing costs have created a housing shortage not only for lower-income groups, but also for middle-income professions such as teachers, nurses, firefighters, police officers and others who can't afford to live in the communities they serve. Maintaining employment does not guarantee that a family can find decent affordable housing."

Land and infrastructure costs for attainable and workforce housing within the City of Kerrville corporate limits are fast becoming prohibitive to keeping unit costs affordable, making any long-term solution challenging. In the short-term, however, an immediate opportunity exists to promote and support attainable housing. The Center Point/Eastern Kerr County area has become the prime area for the development of this type of housing.

To open this area for affordable housing and other developmental opportunities, the missing infrastructure elements must be put into place. Kerr County has committed to the

development of a Wastewater Collection and Transmission System for this area, and to support the Upper Guadalupe River Authority (UGRA) in its efforts to improve water treatment and distribution; which upon completion should encourage development of this type. Therefore, a significant part of the long-range Economic Development strategy for correcting the workforce housing deficiency should include a concentrated effort of support of Kerr County and UGRA's efforts to bring infrastructure to this area within the earliest possible timeframe. TXP believes infrastructure development in the Center Point/Eastern Kerr County area is not only consistent with promoting affordable housing, but in a key component to support the other elements in this plan.

To address the long-term needs of affordable housing, TXP recommends convening an affordable housing summit with all relevant public, private, and non-profit organizations to discuss affordable housing. Communities that have had success in affordable housing initiatives have taken a long-term holistic approach to the issue. There is no easy or short-term comprehensive solution to this issue. It is likely that any strategy will require a strong financial commitment from the public sector.

For example, City of Kerrville and Kerr County consider creating financial incentives (outside the structure outlined in Priority 2) to encourage affordable housing. One approach used elsewhere is a tax increment financing (TIF) district. TIF revenues could be used to invest in land and/or infrastructure improvements within the defined area. The public improvements make the area more attractive to investors and increase property values – which generates more tax revenue than would have been expected absent the public improvements. These incremental taxes are removed from the general tax rolls and used to fund public improvements within the TIF district.

Action:	Host of Kerrville/Kerr County summit on affordable housing
Primary:	City of Kerrville and Kerr County
Support:	KEDF
Start:	12-18 months

***Case Study - City of Santa Fe, New Mexico
Making Housing Affordable***

The City of Santa Fe faces a serious affordable housing issue that stands as the area's top deterrent to economic development. The high number of wealthy individuals moving to the region for its quality of life has sent housing costs sky high. Today, the average cost of a home in Santa Fe is \$422,500 while the city's median household income is \$40,392.

What has the City done to make housing affordable? The City and local leaders developed a Strategic Housing Plan. The Plan contained a three-prong approach toward making housing more affordable: (1) building the capacity of nonprofit providers; (2)

obtaining new sources of low-cost capital; and (3) bringing more affordable land to market.

Following the completion of the Plan, Santa Fe established the Affordable Housing Roundtable. The Roundtable was designed to implement the goals of the Affordable Housing Plan. After accomplishing the Plan's first three-year goals, the Roundtable continues to meet and has since assisted 1,900 households. Several major initiatives emerged and have proven effective in tackling the issue:

Building Nonprofit Capacity

- The quasi public-private Tierra Contenta Corporation was established in 1993 to develop an 860-acre affordable and environmentally sound housing project. The development includes 189 tax-credit apartments managed by Casas de Bueno Ventura, a nonprofit rental housing corporation. Houses are made affordable through low-interest loans, "soft 2nd" mortgage programs, and subsidies.
- The Santa Fe Community Housing Trust provides low interest home loans to more than 550 families a year. The Affordable Housing Trust Fund is largely made up of donations made by Santa Fe developers. The Trust Fund is administered by the Housing Trust; however, the members of the Roundtable collectively determine how the dollars are to be allocated. The money, matched with other federal and conventional funding, is used exclusively for affordable housing projects in Santa Fe.

Obtaining Low Cost Capital

The Roundtable leveraged millions of dollars from private foundations and federal grants to provide more affordable housing in Santa Fe, including:

- The HOME Program gets funding from the New Mexico Mortgage Finance Authority
- Community Development Block Grants
- Department of Housing and Urban Development (HUD) funds which the City became eligible for after adopting a Comprehensive Housing Affordability Strategy.
- Private foundations such as the PEW Partnership for Civic Change, the Enterprise Foundation, and the McCune Charitable Foundation

Bringing Affordable Land to Market

- The City of Santa Fe purchased the 860-acre Tierra Contenta parcel in 1992 for mixed-income development by a quasi-public nonprofit corporation.

- The Roundtable created the Santa Fe Community Housing Trust as a staffed organization that provides, among other services, homes developed on land trusts for long-term affordability.

Other Programs

- Building Permit and Impact Fee Waivers is a City policy that waives up-front construction and associated building permit fees for nonprofit affordable housing developers.
- Down-payment Assistance Program provides funds to reduce the principal owed on a mortgage, allowing low- and moderate-income households to become homeowners. The program is administered by the Housing Trust and funded by the City through Community Development Block Grant (CDBG) funds matched with other funds.
- First Month's Rent and Damage Deposits was designed and administered by the City's Community Development Division, using HOME Program funds. The program provided the first month's rent and security deposits to homeless clients, as well as funding for new housing for homeless and mentally ill.
- Home-owner/Builder Program is a service provided by Neighborhood Housing Services of Santa Fe, Inc., to assist low-income individuals or families (those earning 80% of the area median income) who own land, to build homes at a lower cost. The program encourages the tradition of owner-built homes in Santa Fe. In addition, the program allows for cost savings in housing production by taking land costs out of the financing equation and through the sweat equity of the homebuilder. A licensed general contractor oversees all phases of the construction process.
- Inclusionary Zoning (or Housing Opportunity Program) is an initiative by the Community Development Division to create affordable housing by establishing a mandatory requirement in new market-rate residential developments. The zoning requires that a certain number of the new homes will be set aside for low- to moderate-income households.

Priority 4 – Enact a coordinated economic development marketing campaign that increases awareness and perception of the community to the outside world

Economic development entails both capacity building and marketing. The strongest economic development efforts involve the entire community working together to improve the local "product," while the economic development organizations work to increase awareness and perception of the community and its resources to both local stakeholders and the outside world. This section focuses on the marketing, while strategies related to capacity building and community development follow.

Marketing the Region

Kerrville/Kerr County has two enviable marketing strengths. First, its brand name is both widely known and positively perceived. Decades of tourism activity have built the community's name recognition and resulted in a positive national image. Second, Kerrville/Kerr County is home to a population of people who love living there. Many residents have chosen Kerrville/Kerr County as a destination, often moving there from larger cities because of the County's high quality of life. This trend means that the local population has potential to become a strong ally for economic development.

In this strategy, marketing recommendations are organized within two topics:

- "Internal Marketing" offers the Kerr Economic Development Foundation and its partners recommendations for bolstering collaboration and building widespread community support for economic development.
- "External Marketing" provides recommendations related to Kerrville/Kerr County's push to attract new business investment from outside of the region.

As with previous strategies, accomplishing this objective will require participation and support of many organizations in Kerrville/Kerr County in addition to the KEDF. The Kerrville Area Chamber of Commerce, for example, will likely take a lead role on a number of these action items. As with other strategies, TXP has listed the primary and support organizations required for implementation.

Internal Marketing

Internal and external marketing activities should be equally balanced in terms of time and financial commitment. Internal marketing is essential to successful economic development. Companies want to locate in places that exhibit a spirit of teamwork. It assures executives that the community is friendly, welcoming, and will work together to help local businesses.

Recommendation 1: Move toward a more unified Kerrville/Kerr County identity. Kerr County is home to numerous organizations whose own marketing activities influence the region's external image. The KEDF, Chamber, Convention and Visitors Bureau (CVB), and City and County governments all play significant roles in how Kerr County is perceived by the outside world, as do other organizations, such as educational institutions, local news media, arts and music organizations. All of these groups have their own logos, taglines, and sales messages that convey an image of Kerrville/Kerr County (see appendix for an illustration of the various logos and taglines that are communicated currently on Kerr County based organizations' websites).

As is evident, the colors, fonts, and messages vary greatly. Although it would be unreasonable to ask any of these organizations to drop their current logos, TXP recommends that the community take small steps towards unifying Kerrville/Kerr County's sales message to the outside world. To start, develop a Kerrville/Kerr County Web portal.

Action:	Develop a Kerrville/Kerr County Web portal.
Primary:	Chamber, KEDF
Support:	CVB, Cities, County
Start:	1-6 months

A large majority of Kerrville/Kerr County's audiences, from businesses to tourists and residents, will use the Internet to find information about the community. Currently, a Google search for "Kerrville" produces the following results:

Rank #1:	City of Kerrville	www.kerrville.org
Rank #2:	Kerrville CVB	www.kerrvilletxcvb.com
Rank #3:	Kerrville Chamber	www.kerrvilletx.com
Rank #4:	Kerrville Festivals	www.kerrvillefolkfestival.com
Rank #5:	Hill Country Visitor	www.hill-country-visitor.com

TXP recommends that the community develop a Web portal to all Kerrville/Kerr County organizations that directly affect economic development. The portal will show cohesiveness and serve as an important first step toward unifying the region's sales message.

This web based window could be as simple as one page containing links to the County, City, KEDF, Chamber, and CVB websites. Or, the portal could be formatted as a short

website that highlights the region's assets and directs visitors as appropriate to other community websites. Consider the following advice when developing the portal:

- **Use a URL that is instinctive** for all audiences, for example, "kerrville.com" (which appears to be taken but inactive) or "kerrvilletexas.com" (which currently routes visitors to a different URL belonging to a local broker). As with these two examples, it would be necessary to purchase the domain from a current owner.
- **Keep graphics neutral but attractive.** If possible, use colors or graphic elements that are currently shared by multiple groups, such as a river and hills photo and a green, blue, and grey / black color palette.
- **List 3-5 sales messages on the homepage** that encompass advantages appealing to all audiences.
- **Give visitors specific navigation instructions** and call them by name. For example: "If you are interested in visiting Kerr County, click here" [link to CVB's website]. Or, "Kerr County businesses click here" [link to Chamber]; "Interested in Kerr County as a business location? Click here [link to KEDF]."

As a final consideration, residents who have moved to Kerrville/Kerr County in the past five years could be its most enthusiastic spokespeople. Their fresh perspective and current connections to colleagues living outside of the region is a tremendous resource. They could become powerful promoters, and should be targeted for participation on the Prosperity Team.

Recommendation 2: Launch an internal marketing campaign to involve residents in economic development.

Action:	Organize community volunteers into a "Prosperity Team" charged with promoting the area
Primary:	EDF
Support:	Chamber
Start:	6-18 months

Organize, inform, and equip community evangelists with tools to help promote Kerrville/Kerr County. "Community evangelists" are vocal residents who exude enthusiasm for Kerrville/Kerr County. Tap into the community's strong dedication to volunteerism, and put that spirit to work on behalf of economic development.

- **Organize a Kerrville/Kerr County Prosperity Team.** The Prosperity Team will reach out to and inform the outside world about Kerrville/Kerr County. To form the Team, invite individuals who provided their contact information in the TXP survey and who also made strong positive statements in their responses. You may also make an open call through an announcement in local newspapers.

Why would residents want to volunteer for economic development? Everyone in the community has at least one thing that they would like to improve about it, whether it is adding new retailers, revitalizing downtown, or growing jobs and earning potential. Empower individual residents to contribute to these improvements through their participation in economic development.

- **Give the Prosperity Team a mission.** The Team's mission is to engage in a grassroots effort to promote Kerrville/Kerr County as a business location.
- **Schedule a kick off meeting with Team members.** At the meeting, engage Team members in a composing written statements that capture their passion for living and working in Kerrville/Kerr County. Inform them of the ways that they can affect economic development in their personal lives, for example, by speaking positively about the community and asking others to do the same. At the end of the meeting, "deputize" participants as official Prosperity Team members. Hire a professional meeting facilitator to manage this meeting.
- **Communicate with Team Members.** Develop a Prosperity Team project website on which members can communicate with one another. Basecamp project management software, for example, would be an easy and affordable platform for facilitating interaction among members.
- **Launch a letter writing and telephone campaign.** Schedule a second Prosperity Team meeting. At the meeting, provide members with a letter and telephone script that (1) incorporates the statements they developed at the first meeting and (2) asks recipients to remember Kerrville as a great location for business. Ask Team members to send the letter or place a phone call with at least five well networked friends or past colleagues living outside of the Hill Country.
- **Complete the Team mission and gather the next round of recruits.** Host a final meeting with Team members to discuss the results of the letter writing / phone call campaign. With the first mission complete, members should formulate their next mission and recruit new "deputies" to assist in the campaign.

As a final consideration, residents who have moved to Kerrville/Kerr County in the past five years could be its most enthusiastic spokespeople. Their fresh perspective and current connections to colleagues living outside of the region is a tremendous resource. They could become powerful promoters, and should be targeted for participation on the Prosperity Team.

Recommendation 3: Market Kerrville/Kerr County to alumni of local high schools and Schreiner University.

Part of the Internal marketing initiative should be reconnecting with people who lived in Kerrville/Kerr County as a youth but now live in a different city. These individuals may be entrepreneurs and executives who have positive memories of the community but never thought of it in terms of a business opportunity.

Action:	Create a "Come Back to Kerrville" web page aimed at high school and college alumni
Primary:	Chamber, CVB, KEDF
Support:	Schreiner University and Kerr ISDs
Start:	6-18 months

The webpage can convey information such as: (1) reasons why alumni should consider moving back to Kerr County, (2) local job postings, (3) links to realtors' websites, and (4) links to positive news stories about the community. Add a hyperlink on Schreiner University's Association of Former Student's website and on the Kerr ISD website. (Currently, hometokerrville.com and kerrvillealumni.com are both available.)

Action:	Promote Kerrville/Kerr County at class reunions and homecoming festivities
Primary:	Chamber, CVB, KEDF
Support:	Schreiner University and Kerr ISDs
Start:	6-18 months

At least twice each year, Kerr County plays host to Schreiner University and Kerr ISD's class reunions and homecoming events. During these weekends, the Kerr KEDF should host an event such as a barbeque or downtown concert at which it encourages attendees to consider a move back to Kerr County. Sell to their sense of nostalgia and social purpose to provide their families with the same high quality of life that they enjoyed as a child.

Recommendation 4: Target tourists.

Tourism traffic means that Kerrville/Kerr County's audiences are coming to its doorstep. The more than 600,000 tourists visiting Kerrville/Kerr County each year represent a target rich environment for economic development. These individuals include target industry business executives and entrepreneurs, who enjoy their visit to Kerr County but may never consider the community as a business location.

Action:	Place economic development collateral in all local hotel rooms and tourist destinations.
Primary:	KEDF
Support:	CVB
Start:	1-6 months

- **Develop an attractive brochure describing Kerrville/Kerr County's business advantages.**
- **Place brochure in Kerrville/Kerr County hotel and motel rooms.**
- **Distribute the brochure at Kerrville/Kerr County tourist venues and festivals.** Focus on events that attract an audience from outside of the region, such as the Folk Festival, State Arts and Crafts Fair, and Wine and Music Festival. The KEDF may consider staffing a booth at these events to better distribute information and field questions.
- **Ask local camps to distribute the brochure to parents when they drop off kids.** Parents of youth attending local summer camps should be encouraged to spend time in Kerrville/Kerr County. Along with CVB materials, parents should receive information about doing business in the community.

External Marketing

Recommendation 1: Keep prospects and constituents updated on the KEDF's activities.

Action:	Develop an e-newsletter
Primary:	KEDF
Support:	Chamber
Start:	1-6 months

Newsletters are an ideal format for sharing economic development news. If properly developed, a single newsletter can be distributed to internal audiences, such as local investors and partners, as well as to external prospects.

- **Develop a contact database.** The first step in launching a newsletter campaign is to assemble all of the KEDF's contacts into one database. Initially, develop the database in a simple format, such as Excel. Dedicate time to updating contact information and collecting email addresses for every entry.
- **Design the newsletter.** TXP recommends developing an electronic newsletter. E-newsletters are significantly less expensive to distribute and indicate a more sophisticated marketing effort. Hire a graphic designer to develop the newsletter's header graphic and overall layout. We have provided several examples of economic development e-newsletters in the appendix of this strategy.
- **Use an e-newsletter service,** such as Constant Contact, Campaign Monitor, or MailChimp. These services allow users to upload their newsletter design and content. Some even provide attractive templates. Upload email addresses from the KEDF's contact database. The software will distribute the e-newsletter, report response rates, and inform you of bounce backs. The cost of these services is typically a few cents per contact.
- **Distribute the newsletter on a quarterly basis.** Be consistent and distribute the newsletter on a regular basis. Quarterly distribution will be a good approach in the beginning, although you may want to distribute monthly as economic development activity increases.

Recommendation 2: Target developers

Action:	Quarterly marketing missions to San Antonio and Austin
Primary:	KEDF
Support:	Chamber and local business executives
Start:	1-6 months

This task and the one that follows build on the project-based section of Priority 1. Many good contacts are based here in Texas. Develop a database of commercial brokers, commercial developers, and residential developers located in major Texas metros. Schedule quarterly visits to San Antonio and Austin and meet one-to-one with these contacts to inform them of opportunities in Kerrville/Kerr County. Add these contacts to the KEDF's newsletter database.

As these relationships develop, host a major networking event in San Antonio and Austin each year. These events could be a golf tournament, for example, a Spurs basketball game, or a nice luncheon. As the marketing campaign expands in future years, organize similar marketing trips to Houston and Dallas.

Action;	Host a Kerrville Real Estate Day
Primary:	Chamber, KEDF
Support:	CVB, City and County officials, and local business executives
Start:	18-36 months

Organize a Real Estate Day in which Texas brokers and developers tour Kerrville/Kerr County to learn firsthand about business opportunities. This half-day event should include a brief presentation about the community, a bus tour of sites and community assets, and lunch. Provide guests with printed materials about available business properties, community statistics, and a map of the region.

Plan well in advance for this event, working with the CVB to arrange accommodations and entertainment for guests who choose to stay overnight. Develop professional looking print and electronic invitations, and distribute invitations at least 8 weeks in advance of the event. Follow up with personal phone calls to maximize participation.

Recommendation 3: Target retail developers

The survey conducted for this project revealed that increasing retail shopping options is a top priority. Although most retail developers have sophisticated approaches to site selection, and are primarily driven by population demographics, it is beneficial to build relationships with these businesses.

Action:	Exhibit at the annual ICSC conference in San Antonio
Primary:	Chamber, KEDF
Support:	N/A
Start:	6-18 months

The International Conference of Shopping Centers (ICSC) is the shopping center industry's global trade association. It has 65,000 members, which include shopping center developers, owners, managers, investors, lenders, retailers, and marketing specialists.

ICSC's Texas Conference and Deal Making event occurs every October in San Antonio. The conference attracts major companies such as Applebee's, Chipotle, FedEx, JC Penney, Staples, Starbucks, and The Container Store. Almost every major commercial developer is also present.

TXP recommends that the KEDF attend the 2007 conference (October 10-12), and begin exhibiting at the event in 2008. The cost to register is \$240 for members and \$345 for non-members. Exhibit space ranges in cost from \$350 to \$2100.

As with any show, plan in advance, follow up, and maximize your time while in attendance:

- Before the event, alert contacts that the KEDF will be exhibiting and invite them to visit the booth. Also, in advance of the show, call attendees to set up meetings.
- At the show, use creative techniques to bring people into your booth. Provide attractive handouts and presentations illustrating why Kerrville/Kerr County is an ideal location for retail.
- Personally follow up with contacts no later than 2 weeks following the show. Add all of these individuals and their companies to the KEDF's newsletter database.

Recommendation 4: Launch a public relations initiative

A good direct sales initiative aimed at building relationships should be balanced with a concerted effort to keep Kerrville/Kerr County's brand name in front of its economic development audiences. Public relations has been cited by site selectors as having a greater influence on their decisions than other forms of marketing, including advertising and direct mail. The good relationships that the KEDF builds on its marketing trips and trade shows will be reinforced when prospects read about the region in the news.

Action:	Distribute good business news to targeted media.
Primary:	Chamber, KEDF
Support:	N/A
Start:	6-18 months

The KEDF can serve as a clearinghouse for positive news stories generated by local organizations. Begin by developing a contact list of Texas media and niche industry publications. Contact names for the editorial teams of these publications are often available on the publications' websites. Then, ask the business community, City, County, and other organizations to include the KEDF on their own PR distribution lists. In turn, distribute press releases to the KEDF's media contacts. In addition, post stories on the KEDF's website or portal page.

As the KEDF's campaign gains momentum, consider hiring a professional public relations firm. Seek firms with experience working directly for companies in Kerrville/Kerr County's target industries. Industry experience means that the firm will recognize what is considered newsworthy to target industries and will have contacts at appropriate publications.

Action:	Position Kerrville/Kerr County in front of state and national elected officials
Primary:	KEDF, Chamber
Support:	All local organizations receiving state or federal funding
Start:	Immediately

Continue to keep Kerrville/Kerr County top of mind among state and national public policy officials. Public funding already has a strong impact on the region's economy. A number of local organizations, such as the VA Hospital and Kerrville State Hospital rely on public funding for operations.

Increase the amount of public funding flowing into the region. This is, in part, a public relations initiative. Add public officials to the KEDF's newsletter database. Communicate with them frequently through letters and phone calls. Continue scheduling trips to Washington DC to meet one-to-one with national officials. Let them know that Kerrville/Kerr County values their support and recognized their important role in the community.

Budget

TXP recommends a starting marketing budget for year 1 to be \$55,000. This budget will be adequate to begin implementing the recommendations provided in this section of the strategy. It is comparable to the marketing budgets of similarly sized communities in Texas. Plan to increase the marketing budget at a rate of 10-20 percent each year.

Total 2008 Annual Budget:	\$55,000
Internal Marketing	
Portal page	\$ 2,500
Prosperity Team	\$ 5,000
Tourist campaign, incl. sales materials	\$10,000
"Come Home to Kerrville" campaign	\$ 7,500
External Marketing	
E-newsletter design and distribution	\$ 5,000
Quarterly marketing missions	\$ 3,000
Real Estate Days	\$10,000
ICSC Exhibit and materials	\$ 2,500
Public relations	\$ 7,500
Administrative	\$ 2,000

Priority 5 -- Implement the strategies in such a way that maximum flexibility and accountability are maintained

From the outset, this plan was designed in such a way that the priorities led to clear implementation actions. Even with this objective in mind, it was essential that a single group would assume responsibility for the plan. The KEDF would need to play a key role, but it would have been inappropriate for the full responsibility to fall on a single group. The action items were too diverse and too broad to fall under one organization.

In addition to the implementation, TXP felt that an overall structure for economic development accountability and efficiency would be beneficial. The many groups with varying levels of economic development responsibility need to coalesce around a single vision for the community. This plan seeks to articulate a vision or framework, and in doing so requires a broad-based group to direct economic development.

Action:	Create the "Economic Development Council"
Primary:	KEDF
Support:	All groups involved with economic development
Start:	Immediate

The Economic Development Council should represent the diversity of stakeholders in the community and should be assigned responsibility for monitoring the implementation of strategic plan. The current Economic Development Steering Committee would serve as a good starting point for building membership.

The Initial Economic Development Council will also be charged with developing the group's long-term goals and objectives, organizational structure, and selection criteria for future Economic Development Council members. This should be completed within one year of the formation of the Economic Development Council.

The KEDF will provide support to the Economic Development Council, which will meet quarterly. On an annual basis, the Economic Development Council should review this report to measure progress and to set priorities

Action:	Establish performance-based economic development benchmarks
Primary:	Economic Development Council
Support:	KEDF
Start:	Immediate

The consulting team recommends the following three over-arching benchmarks:

- **Average Kerr County Wage** – If Kerr County's wage growth rate is faster than the state's rate, the benchmark will be achieved. This benchmark was chosen because Kerr County's local wage rate is now just 72 percent of the Texas average. In addition, achieving wage parity with the state also addresses some of the issues related to affordable housing, the need to commute to San Antonio for employment opportunities, and the ability to attract labor force participants.
- **Employment Growth** - If Kerr County's employment growth rate is faster than the state's rate, the benchmark will be achieved. Just released Q1 2007 employment data indicates year over year employment growth was slightly negative compared to a 3.5 percent growth rate for the state over this same time period.
- **Sales Tax Growth** - If Kerr County's sales tax growth rate is equal to the state's rate, the benchmark will be achieved. During the public input phase, there was a lot of discussion about existing shopping options, leakages to San Antonio, and how to better capture visitor spending. While population growth is a natural driver of retail sales because disposable income is somewhat finite, TXP believes existing leakages and Kerrville's tourism base could support more local retail activity. A review of 2007 sales tax collections (January to August) reveals that Kerrville's collections are up 1.6 percent compared to 6.9 percent for the state as a whole.

As part of the implementation plan, the KEDF and the project Steering Committee should host a public event to celebrate economic development ideas, continue project momentum, and get the community energized for the future. During the event, the community's economic development goals, major findings, and main strategies should be presented. Invite several community leaders to give brief presentations of support for the economic development strategy and to talk about Kerrville/Kerr County's future potential. Ask a prominent local personality to MC the event. Speakers should be dynamic communicators and well respected. Steering Committee members should help identify and invite the MC and speakers.

How will Kerrville/Kerr County will benefit from this event? Gaining community buy-in for the economic development strategy is the first step to ensuring its successful implementation. The event should be open to the public and widely publicized in local media. The more representatives from the Steering Committee who attend, the more successful the event will be. The event will show attendees that community leaders are committed to working together across organizations to executing the strategy and improving the region's economy. This will inspire other organizations to become involved in its implementation.

Who should attend? The event is open to the public. Be sure that the following individuals and organizations are invited: County/City elected officials and staff, Chamber of Commerce leaders and members, KEDF, educators, non-profit organizations, local media, business executives and small business owners, as well as anyone who attended a focus group, interview, or filled out a survey.

Draft event agenda

Program Length: 1 hour 45 minutes total

Date: To be determined

Time: To be determined

Place: To be determined

7:00 a.m. Doors open
7:00 a.m. Networking among attendees, coffee and juice are available
7:20 a.m. Guests are asked to be seated
7:30 a.m. Event MC welcomes guests and recognizes VIPs, project sponsors
7:35 a.m. MC introduces first speaker
7:35 a.m. Speaker 1: Why was this planning process needed? Why is Kerrville / Kerr County committed to economic development?
7:45 a.m. MC thanks Speaker 1, introduces Speaker 2
7:45 a.m. Speaker 2: What does economic development mean for Kerrville / Kerr County? What is the future of economic development? Motivate audience to support economic development.
8:00 a.m. MC thanks speaker, introduces TXP
8:00 a.m. TXP presentation – highlights of the Economic Development Strategy and how audience can (and should) get involved
8:30 a.m. MC thanks TXP and requests questions from the audience
8:45 a.m. Event concludes. Media is invited to stay afterward to interview speakers.

How to organize the event

1. Agree on event date and time. Begin organizing the event at least two months in advance.
2. Identify and secure a location for the event. If at all possible, host the event in a place that is uniquely Kerrville Kerr County. Consider a downtown location to emphasize our support for downtown development (such as the Calloux Center).
3. Create a theme and title for the event.
4. Design electronic and print invitations. The Steering Committee should ask local design firm to develop an invitation (and perhaps a logo for the event) pro bono.
5. Draft an event agenda. Identify guest speakers to fill MC and key note slots.
6. Secure guest speakers (Steering Committee). Ask Steering Committee members to personally call these individuals and invite them to speak at the event.

7. Create a mailing and e-mail database of invitation addresses .The database should include all individuals who attended focus groups and interviews during the project. Ask Steering Committee members to distribute the invitation to their databases of contacts. Mail / e-mail invitations 2-3 weeks prior to the event. Send an e-mail reminder 2-3 days prior to the event. Call or visit VIPs to give them personal invitations. Invitations should be signed by key Steering Committee members, not just City staff.
8. Ask local media to publicize the event. Place a copy of the invitation in the newspaper. Think of creative ways to reach out to the public (posters, flyers, announcements at community events, through schools, for example).
9. Ask Steering Committee members to do interviews with local radio stations and write Op-Ed pieces to publish in the local newspaper. Take every opportunity to talk publicly about economic development prior to the event. This will help educate people on the issues and spark their interest.
10. Prepare a one-page flyer summarizing the findings of the Plan. Make copies of the handout to distribute at the event.
11. Write and distribute a press release announcing the event. Send out the press release 3-4 days prior to the event. Invite the media to attend. One-day prior to the event, call local media reps with a reminder.
12. Preview the room set-up one day prior to the event. Will the room have adequate AV equipment (need microphone, LCD projector, podium, etc.)? How will the seats be arranged to accommodate the highest number of attendees? Will refreshments be served? Where will handouts be placed? Where will speakers be sitting? Where will the public officials and other VIPs be seated?
13. Call speakers one-day prior to event. Ensure that speakers' needs are met and that they are clear on the agenda. If they are going to use presentation materials, make sure you get a copy of them the day before so that you can have it set up.

Action:	Roll out event for the strategic plan
Primary:	Economic Development Council
Support:	KEDF, Chamber
Start:	Immediate

Conclusion

As the business and community surveys indicate, the residents of Kerrville/Kerr County are comfortable with pursuing economic growth that enhances prosperity and preserves local quality of life. The findings, strategies, policies, and action items contained in this report are designed to serve as a roadmap toward that goal, and should provide guidance for the next several years. However, conditions inevitably will change, and local economic development efforts must respond. In that light, it is important to see this effort as not just a static plan, but as the beginning of an ongoing process. If Kerrville/Kerr County is successful in creating an environment where the community remains engaged beyond the implementation of this plan's recommendations the chances of meeting or exceeding the benchmarks are very good.

Appendix 1 – Summary of Priorities and Recommendations

Priority/Recommendation	Action	Primary	Support	Start
Priority 1 – Accelerate Growth Through Targets and Incentives				
	Have all groups involved in economic development in Kerr County adopt the KEDFs target industries list	Cities of Kerrville and Ingram and Kerr County	KEDF and Chamber	1-3 months
	Encourage public sector jurisdictions to expand the definition of target industries to include project-based developments	Cities of Kerrville and Ingram and Kerr County	KEDF and Chamber	1-3 months
	Develop a marketing plan for each target industry	KEDF and Chamber	CVB	Immediately
Priority 2 – Adopt incentive policy guidelines that are competitive with other regions while protecting the tax base				
	Encourage the Cities of Kerrville and Ingram and Kerr County to adopt these standards to evaluate possible incentives for economic development projects.	Cities of Kerrville and Ingram and Kerr County	KEDF and Chamber	1-3 months

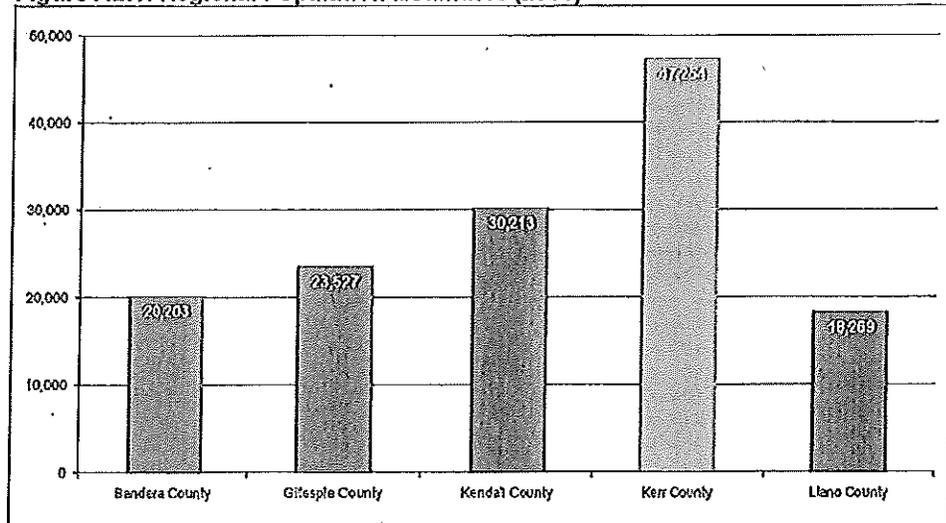
Priority/Recommendation	Action	Primary	Support	Start
Priority 3 – Ensure that economic opportunity and advancement are available to all Kerrville/Kerr County residents by growing the middle class.				
Assist in the redevelopment of Downtown Kerrville Medical Complex	Engage a consultant to guide the development of a downtown redevelopment plan that identifies the highest and best use for existing buildings based on market conditions, development cost including infrastructure, and completion timeline	Sid Peterson Hospital, City of Kerrville, and Kerr County	KEDF, EIC	Immediately
Increase access to capital, promote entrepreneurship, and assist small business expansion	Promote Kerrville/Kerr County to micro-lending programs such as ACCION Texas	KEDF, Chamber	Local banks and financial institutions	6-12 months
	Launch an internal marketing campaign that informs Hill Country businesses and residents about these programs	Chamber, KEDF	Local banks and financial institutions	6-12 months
	Establish development processes that make it fast and affordable for small businesses to locate and expand in Kerrville	City of Kerrville	KEDF	6-18 months
Expand workforce training and skills development	Recruit a community college to offer traditional courses and technical/vocational training to all Kerr County residents	KEDF, Chamber	All local organizations involved in economic development and education	18-36 months
Address attainable housing issues	Host a Kerrville/Kerr County summit on affordable housing	City of Kerrville and Kerr County	KEDF	12-18 months

Priority/Recommendation	Action	Primary	Support	Start
Priority 4 – Enact a coordinated economic development marketing campaign that increases awareness and perception of the community to the outside world				
Move toward a more unified Kerrville/Kerr County identity	Develop a Kerrville/Kerr County Web portal	KEDF and Chamber	CVB, Cifies, County	1-6 months
Launch an internal marketing campaign to involve residents in economic development	Organize community volunteers into a "Prosperity Team" charged with promoting the area	KEDF	Chamber	6-18 months
Market Kerrville/Kerr County to alumni of local high schools and Schreiner University	Create a "Come Back to Kerrville" web page aimed at high school and college alumni	Chamber, KEDF	Schreiner University and Kerr ISDs	6-18 months
Target tourists	Promote Kerrville/Kerr County at class reunions and other festivities. Place economic development collateral in all local hotel rooms and tourist destinations	Chamber, KEDF KEDF	Schreiner University and Kerr ISDs CVB	6-18 months 1-6 months
Keep prospects and constituents updated on the KEDF's activities.	Develop an e-newsletter	KEDF	Chamber	1-6 months
Target developers	Quarterly marketing missions to San Antonio and Austin Host a Kerrville Real Estate Day	KEDF Chamber, KEDF	Chamber and local business executives CVB, City and County officials, and local business executives	1-6 months 18-36 months
Target retail developers	Exhibit at the annual ICSC conference in San Antonio	KEDF, Chamber	N/A	6-18 months
Launch a public relations initiative	Distribute good business news to targeted media Position Kerrville/Kerr County in front of state and national elected officials	Chamber, KEDF KEDF, Chamber	N/A All local organizations receiving state or federal funding.	6-18 months Immediately

Priority/Recommendation	Action	Primary	Support	Start
Priority 5 – Implement the strategies in such as way that maximum flexibility and accountability are maintained				
	Create the "Economic Development Council"	KEDF	All groups involved with economic development	immediate
	Establish performance-based economic development benchmarks	Economic Development Council	KEDF	immediate
	Roll out event for the strategic plan	Economic Development Council	KEDF	immediate

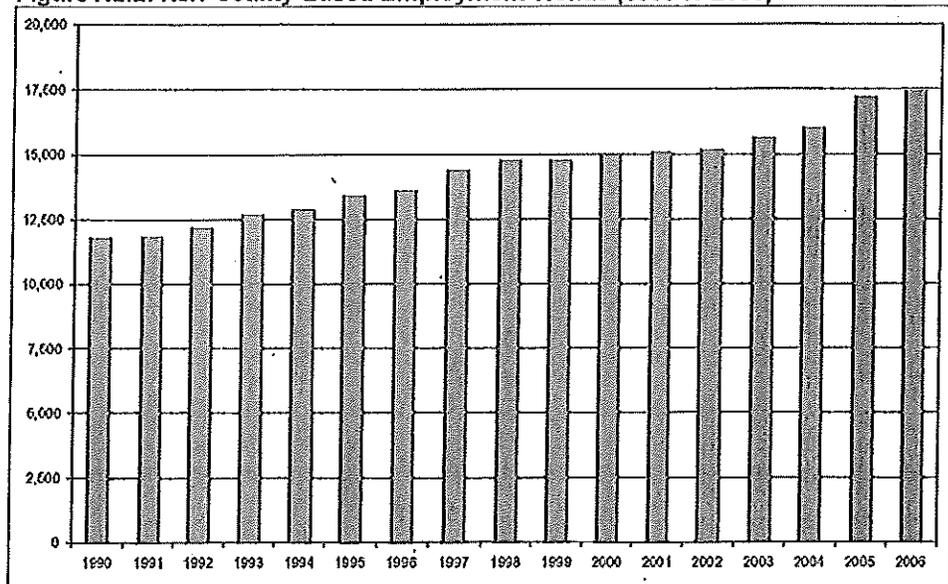
Appendix 2 – Economic & Community Data

Figure A2.1: Regional Population Estimates (2006)



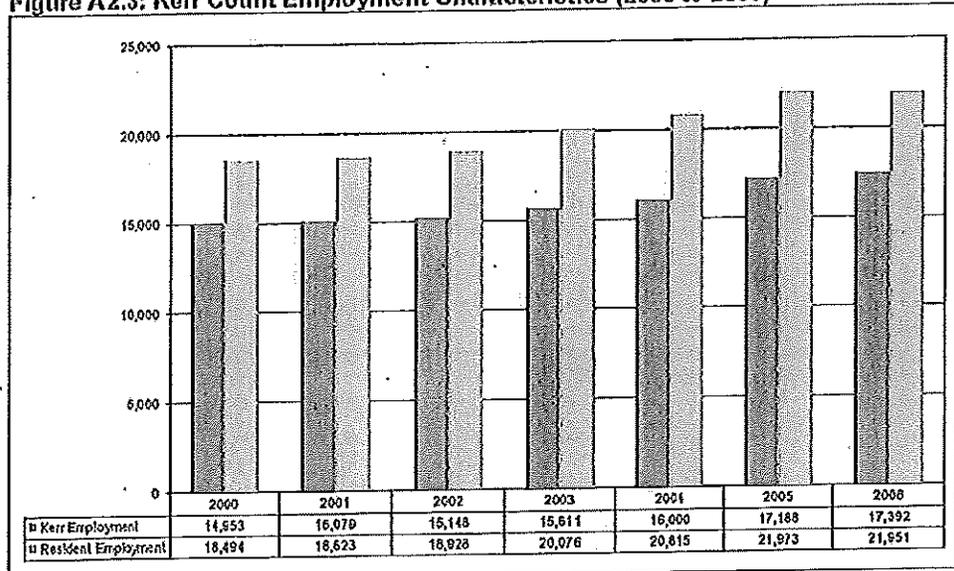
Source: U.S. Census Bureau

Figure A2.2: Kerr County-Based Employment Trends (1990 to 2006)



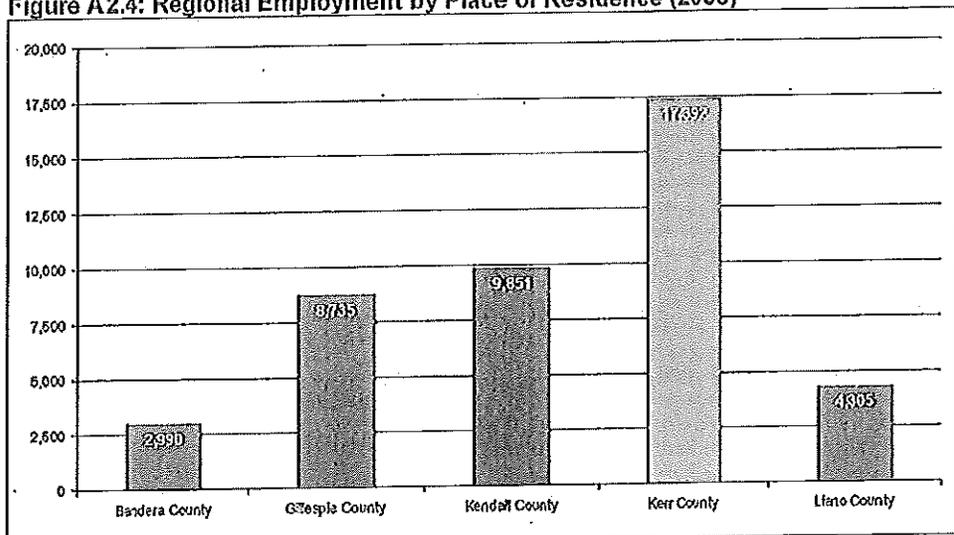
Source: U.S. Department of Labor – Bureau of Labor Statistics

Figure A2.3: Kerr Count Employment Characteristics (2000 to 2006)



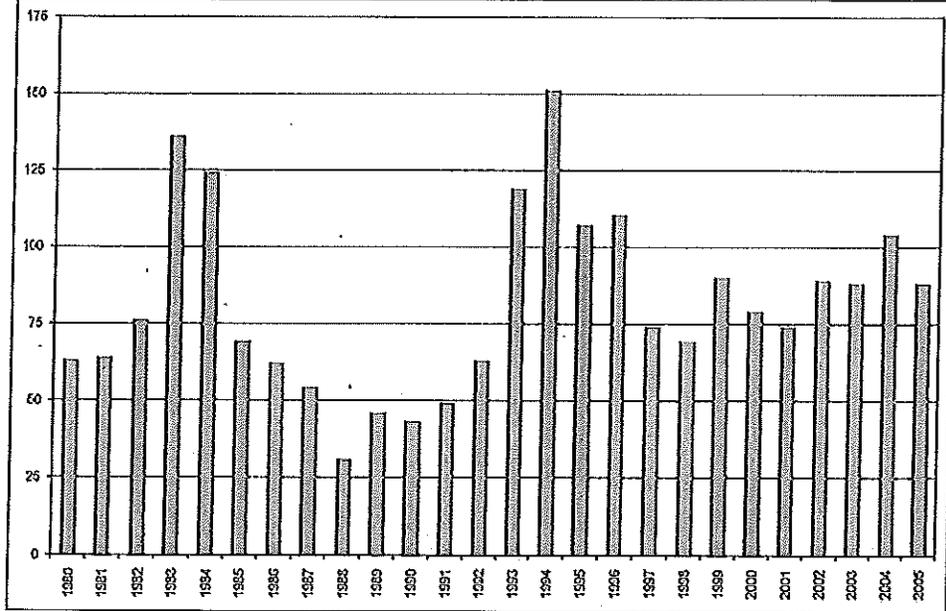
Source: U.S. Department of Labor – Bureau of Labor Statistics, Texas Workforce Commission

Figure A2.4: Regional Employment by Place of Residence (2006)



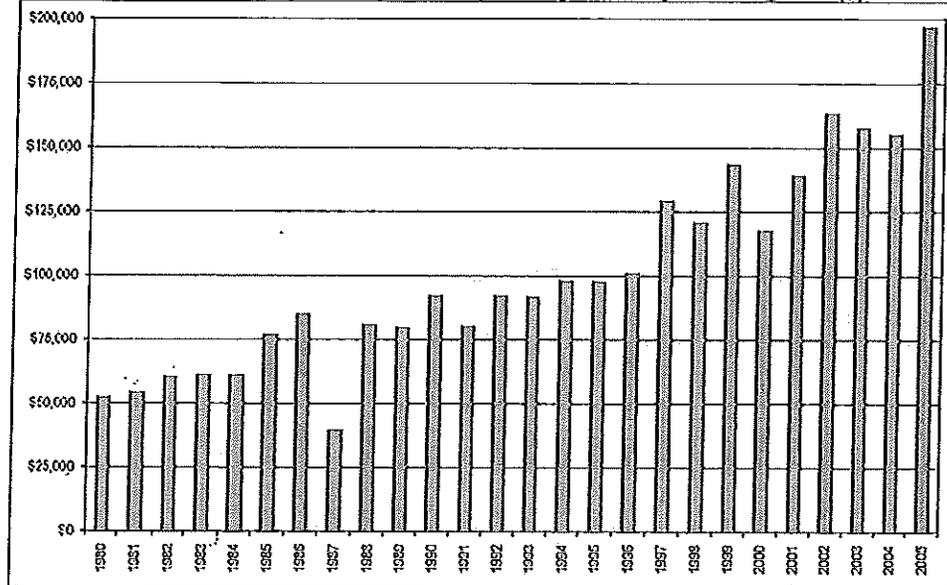
Source: Texas Workforce Commission

Figure A2.5: Kerr County State Residential Single-Family Building Permit Activity



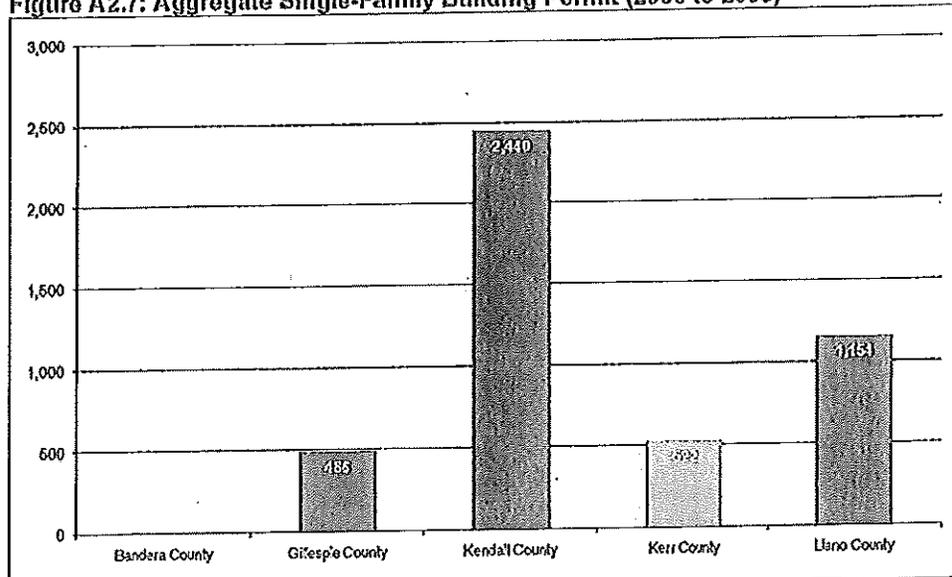
Source: Real Estate Center at Texas A&M University

Figure A2.6: Kerr County Average Value per Single-Family Dwelling Unit (\$)



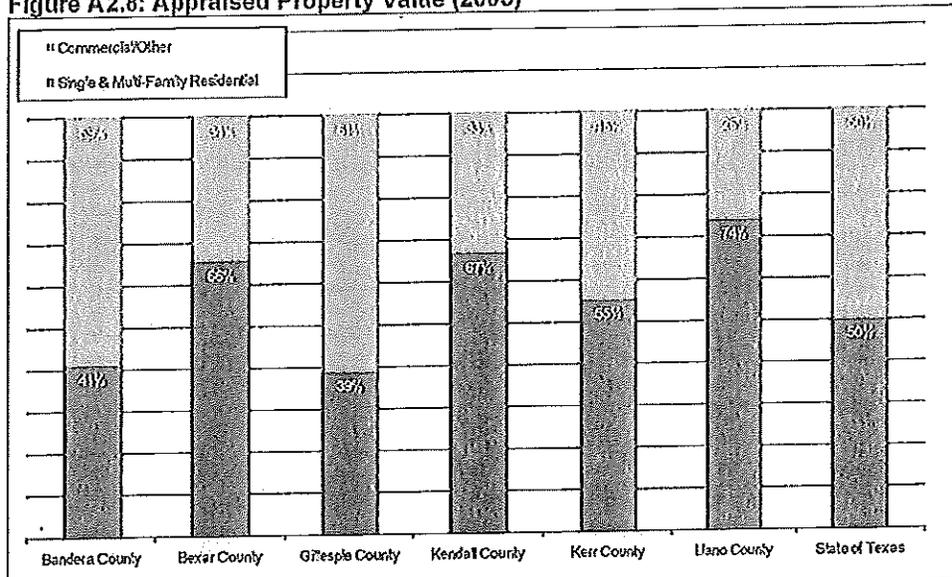
Source: Real Estate Center at Texas A&M University

Figure A2.7: Aggregate Single-Family Building Permit (2000 to 2005)



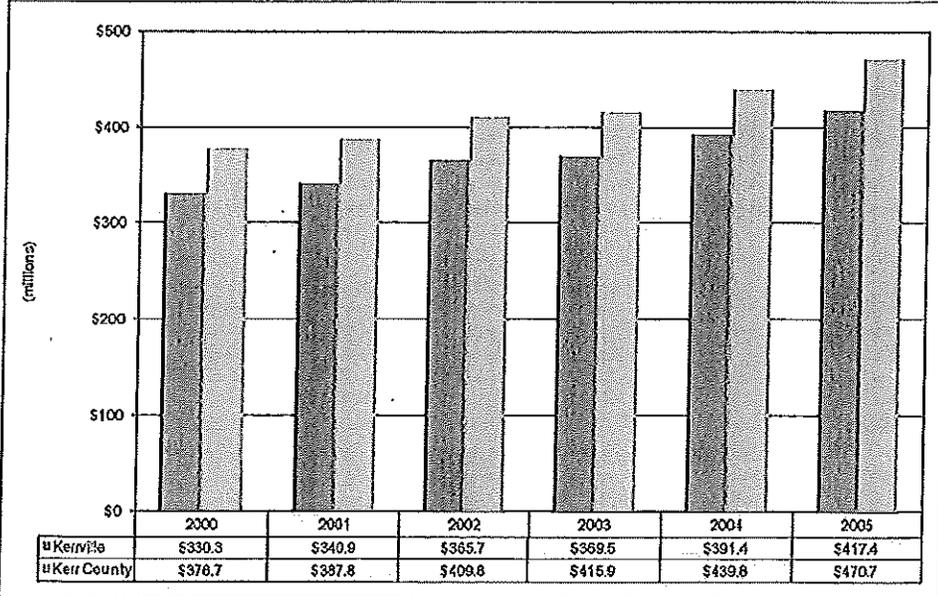
Source: Real Estate Center at Texas A&M University

Figure A2.8: Appraised Property Value (2005)



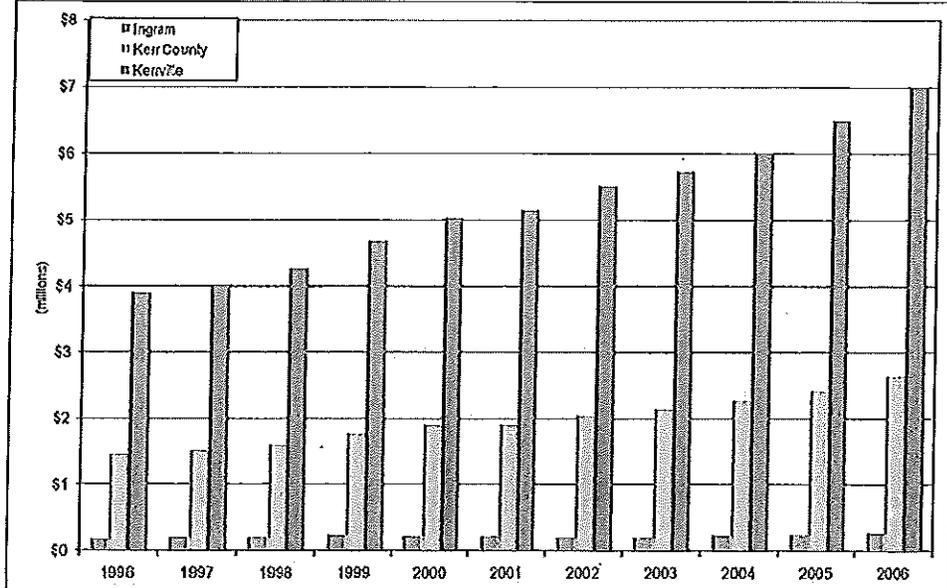
Source: Texas Comptroller of Public Accounts

Figure A2.9: Sales Subject to State Tax



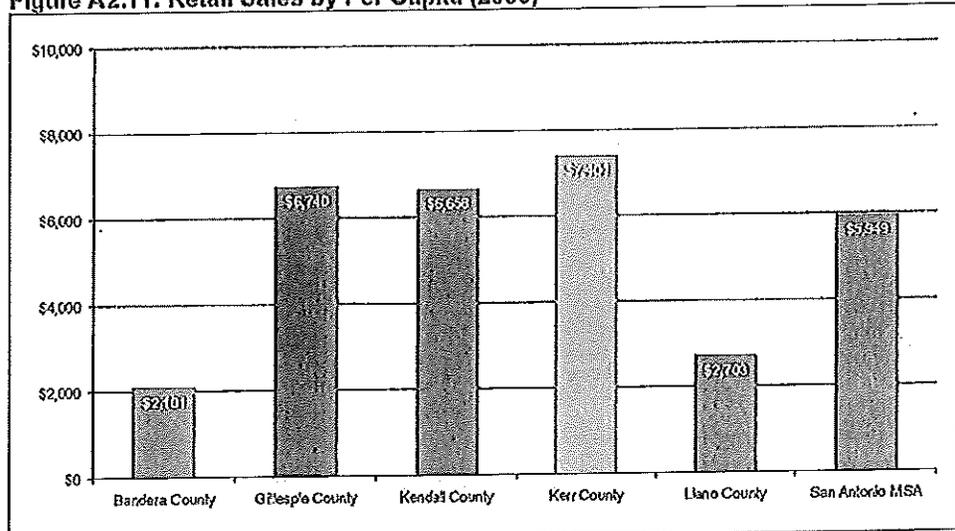
Source: Texas Comptroller of Public Accounts

Figure A2.10: Historical Sales Tax Rebates



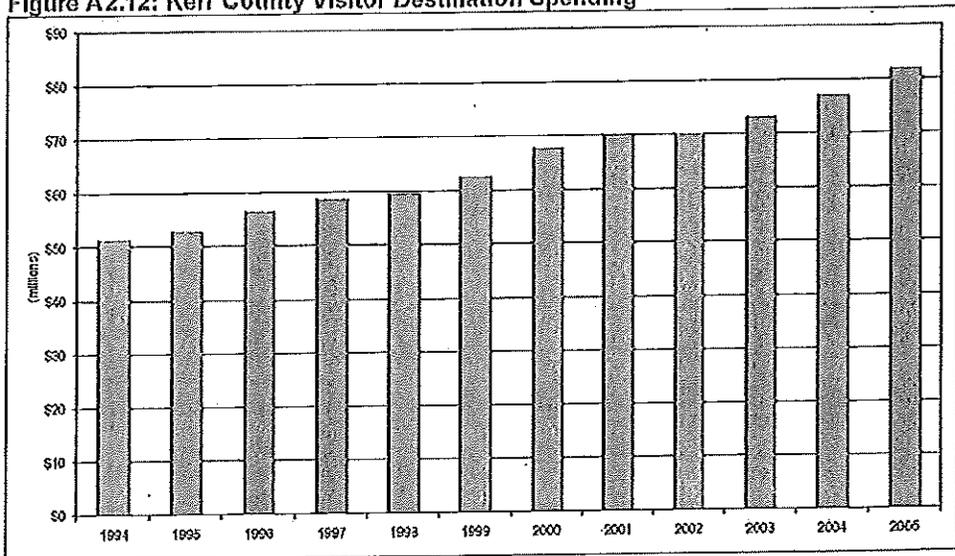
Source: Texas Comptroller of Public Accounts

Figure A2.11: Retail Sales by Per Capita (2006)



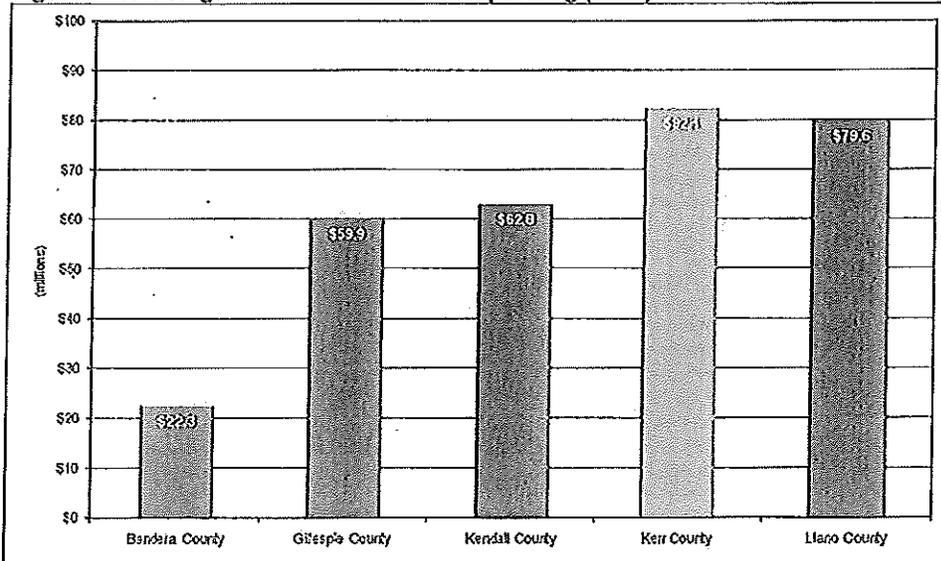
Source: TXP, Texas Comptroller of Public Accounts

Figure A2.12: Kerr County Visitor Destination Spending



Source: Office of the Governor, Economic Development and Tourism

Figure A2.13: Region Visitor Destination Spending (2005)



Source: Office of the Governor, Economic Development and Tourism

Appendix 3 – Business Survey Results

Figure A3 - 1: Where is your firm's main headquarters location?

	Response Percent	Response Count
Kerrville/Kerr County	79.27%	195
Texas	10.16%	25
North America	4.47%	11
Other (please specify)	6.10%	15

Figure A3 - 2: How long has the firm operated in Kerrville/Kerr County?

	Response Percent	Response Count
78010	0.41%	1
78024	3.25%	8
78025	3.25%	8
78028	89.02%	219
78058	0.41%	1
Other (please specify)	3.66%	9

Figure A3 - 3: What is firm's industry sector?

	Response Percent	Response Count
Agriculture, Forestry, Fishing, and Hunting	1.63%	4
Mining	0.41%	1
Utilities	1.22%	3
Construction	5.28%	13
Manufacturing	2.85%	7
Wholesale Trade	1.22%	3
Retail Trade	9.76%	24
Transportation and Warehousing	0.41%	1
Information	1.63%	4
Finance and Insurance	10.16%	25
Real Estate and Rental and Leasing	12.60%	31
Professional, Scientific and Technical Services	7.32%	18
Management of Companies and Enterprises	0.41%	1
Administrative and Support and Waste Management and Remediation Services	0.00%	0
Educational Services	3.25%	8
Health Care and Social Assistance	8.54%	21
Arts, Entertainment and Recreation	4.47%	11
Accommodation (hotel or motel)	1.22%	3
Food Services	3.25%	8
Public Administration (Government)	2.03%	5
Other (please specify)	22.36%	55

Figure A3 - 4: Where are the majority of your customers located?

	Response Percent	Response Count
Kerrville/Kerr County	67.76%	166
Greater San Antonio area	4.08%	10
Other Texas Communities	13.06%	32
Nationally	12.65%	31
Internationally	1.22%	3
Prefer not to answer	1.22%	3

Figure A3 - 5: Where are the majority of your suppliers located?

	Response Percent	Response Count
Kerrville/Kerr County	40.00%	98
Greater San Antonio area	15.51%	38
Other Texas Communities	13.06%	32
Nationally	25.31%	62
Internationally	1.22%	3
Prefer not to answer	4.90%	12

Figure A3 - 6: How many people does your firm employ in Kerrville/Kerr County?

	Response Percent	Response Count
1-9	63.22%	153
10-19	13.64%	33
20-29	6.20%	15
30-39	3.72%	9
40-49	3.31%	8
50-99	4.13%	10
100 or more	5.79%	14

Figure A3 - 7: What is the firm's average wage for all employees?

	Response Percent	Response Count
Less than \$15,000	9.09%	22
\$15,000 to \$24,999	19.01%	46
\$25,000 to \$34,999	26.45%	64
\$35,000 to \$44,999	13.22%	32
\$45,000 to \$54,999	6.20%	15
\$55,000 to \$64,999	2.89%	7
\$65,000 or more	4.13%	10
Prefer not to answer	19.01%	46

Figure A3 – 8: Please select the benefits your firm provides (Select all that apply)

	Response Percent	Response Count
401k, IRA, pension or other retirement plan	41.74%	101
Health Insurance	46.28%	112
Paid vacation	69.01%	167
Education reimbursement	27.69%	67
Other (please specify)	39.26%	95

Figure A3 - 9: How many net new employees did you hire last year in the County?

	Response Percent	Response Count
None	39.48%	92
1-5	48.50%	113
6-9	4.29%	10
10-14	2.58%	6
15-24	1.72%	4
25 or more	3.43%	8

Figure A3 - 10: How many employees do you expect to add over the next five years?

	Response Percent	Response Count
None	27.04%	63
1-5	52.79%	123
6-9	6.87%	16
10-14	4.72%	11
15-24	3.00%	7
25 or more	5.58%	13

Figure A3 - 11: How difficult is it to find employees in the Kerrville/Kerr County region for the following broad job classifications?

	Not Difficult		Somewhat Difficult		Very Difficult	Rating Average	Response Count
Administrative	34	43	81	32	23	2.85	213
Customer Service	22	41	79	37	34	3.09	213
Sales & Marketing	21	37	82	50	23	3.08	213
Technical & Production	6	21	80	55	51	3.58	213
Management	15	32	67	51	48	3.4	213
Trades	14	41	71	39	48	3.31	213

Figure A3 - 12: What are the three biggest challenges related to employee recruitment? (select up to three choices)

	Response Percent	Response Count
General shortage of workers	52.58%	112
Lack of technical skills	54.93%	117
Cost of living is too high in Kerrville/Kerr County	55.87%	119
Higher wages offered by firms in surrounding counties	37.56%	80
Other (please specify)	24.88%	53

Figure A3 - 13: Rate the level of satisfaction with the following business issues.

	Not Satisfied		Somewhat Satisfied		Very Satisfied	Rating Average	Response Count
	(1)	(2)	(3)	(4)	(5)		
Police/fire protection	3	4	34	83	80	4.14	204
Water quality / quantity	7	16	50	83	48	3.73	204
Sewer / sewage treatment	9	8	46	91	50	3.81	204
Power availability	2	4	37	95	66	4.07	204
Regulatory zoning	37	46	72	35	14	2.72	204
Regulatory enforcement	31	46	73	41	13	2.8	204
Community planning	40	62	66	22	14	2.55	204
Business Incentives	65	65	56	12	6	2.16	204
Workforce training	42	66	67	24	5	2.43	204
Business recruitment and retention	40	70	79	12	3	2.35	204
Property tax assessment (fair & equitable)	58	61	72	10	3	2.21	204

Figure A3 - 14: What word or words describe the Kerrville/Kerr County region as a business location? (Repeated answers removed; answers in no specific order)

- Unpolluted
- Good place to live, bad place for business
- Lack of rail served sites limits business
- Ready for more choices
- Beautiful area, great climate, insufficient work force
- Limited primarily to services rendered to local population
- Good opportunity for business growth
- Behind the times
- Good location
- Fickle
- Desirable
- Friendly, receptive, slow
- Best of all worlds - lots of old money and new money
- Very friendly customers
- Hampered by lack of labor, affordable housing, and retail shopping
- Great potential
- Great if you're retired, abominable if you're trying to build a career
- Very nice area to work in, difficult to start a business
- Off the beaten path
- Not as business friendly as it should be
- Difficult
- Specialty
- Small town
- Slow to adapt to technology
- Economic development is not a focus
- Outstanding place to live and work
- Absolutely terrible
- Limited
- Retirement destination
- Excellent
- Aesthetically appealing
- Fine cultural and intellectual offerings
- Excellent medical services
- Heavy on service, tourism, and medical industries, but light on manufacturing
- Growing
- Exceptional community involvement
- Hard to be productive and competitive
- Willing to take risks
- Good quality of life
- No aggressive in attracting new businesses
- Resistant
- Tough
- Potential
- Very expensive
- Not well planned
- Haphazard
- Beautiful place to work
- Difficult to find workers
- Short term, great, long term terrible
- Good climate
- Focus on retirees and tourism
- Not good accessibility
- High on need, low on skill
- Possibilities
- Great community work ethic
- Relaxed
- Functional working hub
- Rapidly growing
- Status quo
- Lifestyle
- Soft
- Challenging
- Good geographically
- Comfortable
- Fragmented
- Very good
- Officials seem to not want new industry
- Not business friendly
- Beautiful and wonderful if you can afford it
- Great place to live and raise a family

- Promising
- Fair
- Antiquated local politics
- Poor location due to lack of skilled employees
- Growth potential
- Laid back
- Service sector
- Responsive City government
- Excellent healthcare
- Lack of affordable housing
- Lovely climate
- Good for a small market
- Mediocre
- Popular but difficult
- City is hard on existing businesses and new developments
- Not enough industry in the County
- Satisfactory
- The best place to live of anywhere I know
- City staff is making progress
- Growing pains
- Good location for small business
- Wonderful climate

Appendix 4 – Community Survey Results

Figure A4 - 1: Please select the zip code for your residence.

	Response Percent	Response Count
78010	2.91%	23
78024	3.54%	28
78025	6.71%	53
78028	81.65%	645
78058	0.76%	6
Other (please specify)	4.43%	35

Figure A4 - 2: How long have you lived in Kerrville/Kerr County?

	Response Percent	Response Count
0-2 yrs	13.04%	103
3-4 yrs	10.76%	85
5-6 yrs	8.61%	68
7-10 yrs	12.41%	98
11-15 yrs	12.15%	96
15 yrs or longer	43.04%	340

Figure A4 - 3: What was the major reason you moved to Kerrville/Kerr County?

	Response Percent	Response Count
Employment opportunity (new job or transfer)	25.57%	202
Retirement	16.84%	133
Quality of life factors	28.23%	223
Cost of living	1.39%	11
Other (please specify)	27.97%	221

Figure A4 - 4: Are you currently employed (including part-time and self-employed)?

	Response Percent	Response Count
Yes	69.07%	545
No	11.66%	92
Seeking Employment (full or part-time)	1.01%	8
Retired	15.72%	124
Other (please specify)	2.53%	20

Figure A4 - 5: Please select your employer's industry sector.

	Response Percent	Response Count
Agriculture, Forestry, Fishing, and Hunting	1.66%	9
Mining	0.00%	0
Utilities	0.37%	2
Construction	2.95%	16
Manufacturing	2.03%	11
Wholesale Trade	0.55%	3
Retail Trade	4.79%	26
Transportation and Warehousing	0.37%	2
Information	2.58%	14
Finance and Insurance	11.97%	65
Real Estate and Rental and Leasing	5.16%	28
Professional, Scientific and Technical Services	8.47%	46
Management of Companies and Enterprises	0.37%	2
Administrative and Support and Waste Management and Remediation Services	0.74%	4
Educational Services	6.63%	36
Health Care and Social Assistance	27.07%	147
Arts, Entertainment and Recreation	0.92%	5
Accommodation and Food Services	3.68%	20
Public Administration (Government)	6.45%	35
Other	13.26%	72

Figure A4 - 6: Where is your employer located?

	Response Percent	Response Count
Telecommute / Work from home	3.87%	21
Kerrville	83.06%	451
Kerr County (not in Kerrville)	7.73%	42
San Antonio area	0.92%	5
Other (please specify)	4.42%	24

Figure A4 - 7: As part of this process, it is important to formulate a shared understanding for "what counts as success?" Do you support the notion that economic development success is defined as "Enhanced prosperity and quality of life for Kerrville/Kerr County" defined by the following characteristics:

- Higher income levels
- Increased retail and entertainment options
- Greater job opportunities within the county
- Larger and more diversified tax base
- Overall growth while protecting the unique character of the region

	Response Percent	Response Count
Yes	80.65%	617
No	7.32%	56
Not Sure	12.03%	92

Figure A4 - 8: How satisfied are you with these factors related to prosperity and quality of life in Kerrville/Kerr County?

	Not Satisfied (1)	(2)	Somewhat Satisfied (3)	(4)	Very Satisfied (5)	Rating Average	Response Count
Public education (K-12)	45	60	261	271	128	3.49	765
Higher education opportunities	90	92	263	214	106	3.2	765
Workforce training programs	111	165	366	100	23	2.68	765
Cost of living	141	191	263	132	38	2.65	765
Entertainment & recreation	99	127	222	206	111	3.13	765
Arts & culture	32	64	191	268	210	3.73	765
Public safety	24	48	219	333	141	3.68	765
Healthcare (Inpatient and outpatient)	42	63	184	290	186	3.67	765
Retail shopping options	187	198	251	112	17	2.44	765
Cost of housing	233	197	225	83	27	2.31	765
Historic preservation	85	116	273	224	67	3.09	765
Growth management	170	196	282	102	15	2.47	765
Public service	55	107	317	233	53	3.16	765
Employment opportunities	157	231	269	91	17	2.45	765
Economic and business development recruitment	158	207	306	77	17	2.46	765
Tourism marketing and promotion	60	104	263	245	93	3.27	765
Kerrville's overall Image	35	78	244	294	114	3.49	765
Volunteer opportunities and community involvement	15	33	155	288	274	4.01	765
Effective government leadership	134	167	298	135	31	2.69	765

Figure A4 - 9: What do you believe are the top three economic development priorities for Kerrville/Kerr County? (Select up to three choices)

	Response Percent	Response Count
Business recruitment and expansion	62.76%	460
More affordable housing	63.57%	466
Higher paying jobs	64.26%	471
Better lifestyle amenities	23.60%	173
Greater educational opportunities and workforce development	30.83%	226
Increased image and awareness about Kerrville/Keir County	16.92%	124
Other (please specify)	17.87%	131

Figure A4 - 10: Age (optional information)

	Response Percent	Response Count
< 18	0.14%	1
18-24	1.51%	11
25-34	8.80%	64
35-44	14.03%	102
45-54	23.11%	168
55-64	23.38%	170
65+	27.24%	198
Prefer not to answer	1.79%	13

Figure A4 - 11: Educational Attainment (optional information)

	Response Percent	Response Count
Less than 9th grade	0.28%	2
9th to 12th grade, no diploma	0.69%	5
High school graduate	7.43%	54
Some college, no degree	22.15%	161
Associate degree	7.29%	53
Bachelor's degree	29.57%	215
Graduate or professional degree	31.09%	226
Prefer not to answer	1.51%	11

Figure A4 - 12: Annual Household Income (optional information)

	Response Percent	Response Count
Less than \$15,000	1.83%	13
\$15,000 to \$24,999	5.50%	39
\$25,000 to \$34,999	7.76%	55
\$35,000 to \$49,999	12.41%	88
\$50,000 to \$74,999	19.04%	135
\$75,000 to \$99,999	15.23%	108
\$100,000 to \$149,999	13.68%	97
\$150,000 or more	11.28%	80
Prefer not to answer	13.26%	94

Appendix 5 – Community Survey Results – Age 65+

The survey results have been filtered based on the optional question that asks the respondent's age. This data is for respondents who indicated their age is 65+.

Figure A5 - 1: Please select the zip code for your residence.

	Response Percent	Response Count
78010	2.02%	4
78024	4.04%	8
78025	7.58%	15
78028	84.85%	168
78058	0.00%	0
Other (please specify)	1.52%	3

Figure A5 - 2: How long have you lived in Kerrville/Kerr County?

	Response Percent	Response Count
0-2 yrs	10.10%	20
3-4 yrs	8.08%	16
5-6 yrs	6.57%	13
7-10 yrs	16.67%	33
11-15 yrs	15.66%	31
15 yrs or longer	42.93%	85

Figure A5 - 3: What was the major reason you moved to Kerrville/Kerr County?

	Response Percent	Response Count
Employment opportunity (new job or transfer)	13.13%	26
Retirement	42.42%	84
Quality of life factors	27.78%	55
Cost of living	1.52%	3
Other (please specify)	15.15%	30

Figure A5 - 4: Are you currently employed (including part-time and self-employed)?

	Response Percent	Response Count
Yes	24.24%	48
No	31.31%	62
Seeking Employment (full or part-time)	1.01%	2
Retired	42.42%	84
Other (please specify)	1.01%	2

Figure A5 - 5: Please select your employer's industry sector.

	Response Percent	Response Count
Agriculture, Forestry, Fishing, and Hunting	0.00%	0
Mining	0.00%	0
Utilities	0.00%	0
Construction	0.00%	0
Manufacturing	4.17%	2
Wholesale Trade	2.08%	1
Retail Trade	8.33%	4
Transportation and Warehousing	0.00%	0
Information	4.17%	2
Finance and Insurance	8.33%	4
Real Estate and Rental and Leasing	10.42%	5
Professional, Scientific and Technical Services	16.67%	8
Management of Companies and Enterprises	0.00%	0
Administrative and Support and Waste Management and Remediation Services	0.00%	0
Educational Services	0.00%	0
Health Care and Social Assistance	12.50%	6
Arts, Entertainment and Recreation	4.17%	2
Accommodation and Food Services	2.08%	1
Public Administration (Government)	10.42%	5
Other	16.67%	8

Figure A5 - 6: Where is your employer located?

	Response Percent	Response Count
Telecommute / Work from home	8.33%	4
Kerrville	62.50%	30
Kerr County (not in Kerrville)	14.58%	7
San Antonio area	0.00%	0
Other (please specify)	14.58%	7

Figure A5 - 7: As part of this process, it is important to formulate a shared understanding for "what counts as success?" Do you support the notion that economic development success is defined as "Enhanced prosperity and quality of life for Kerrville/Kerr County" defined by the following characteristics:

- Higher income levels
- Increased retail and entertainment options
- Greater job opportunities within the county
- Larger and more diversified tax base
- Overall growth while protecting the unique character of the region

	Response Percent	Response Count
Yes	77.27%	153
No	8.59%	17
Not Sure	14.14%	28

Figure A5 - 8: How satisfied are you with these factors related to prosperity and quality of life in Kerrville/Kerr County?

	Not Satisfied (1)	(2)	Somewhat Satisfied (3)	(4)	Very Satisfied (5)	Rating Average	Response Count
Public education (K-12)	6	7	73	72	40	3.67	198
Higher education opportunities	5	16	74	57	46	3.62	198
Workforce training programs	11	36	117	30	4	2.90	198
Cost of living	14	41	70	57	16	3.10	198
Entertainment & recreation	3	17	43	70	65	3.89	198
Arts & culture	1	6	34	62	95	4.23	198
Public safety	5	8	49	91	45	3.82	198
Healthcare (inpatient and outpatient)	4	3	29	84	78	4.16	198
Retail shopping options	21	41	74	56	6	2.92	198
Cost of housing	29	39	84	34	12	2.80	198
Historic preservation	13	26	76	64	19	3.25	198
Growth management	35	46	77	33	7	2.65	198
Public service	5	19	82	73	19	3.41	198
Employment opportunities	24	48	98	26	2	2.67	198
Economic and business development recruitment	23	39	105	25	6	2.76	198
Tourism marketing and promotion	10	18	63	71	36	3.53	198
Kerrville's overall image	6	9	54	87	42	3.76	198
Volunteer opportunities and community involvement	1	3	15	72	107	4.42	198
Effective government leadership	26	37	77	47	11	2.90	198

Figure A5 - 9: What do you believe are the top three economic development priorities for Kerrville/Kerr County? (Select up to three choices)

	Response Percent	Response Count
Business recruitment and expansion	58.88%	116
More affordable housing	62.94%	124
Higher paying jobs	60.91%	120
Better lifestyle amenities	21.32%	42
Greater educational opportunities and workforce development	23.86%	47
Increased image and awareness about Kerrville/Kerr County	21.83%	43
Other (please specify)	22.84%	45

Figure A5 - 10: Age (optional information)

	Response Percent	Response Count
< 18	0.00%	0
18-24	0.00%	0
25-34	0.00%	0
35-44	0.00%	0
45-54	0.00%	0
55-64	0.00%	0
65+	100.00%	198
Prefer not to answer	0.00%	0

Figure A5 - 11: Educational Attainment (optional information)

	Response Percent	Response Count
Less than 9th grade	0.00%	0
9th to 12th grade, no diploma	0.00%	0
High school graduate	8.67%	17
Some college, no degree	19.90%	39
Associate degree	3.57%	7
Bachelor's degree	25.00%	49
Graduate or professional degree	41.84%	82
Prefer not to answer	1.02%	2

Figure A5 - 12: Annual Household Income (optional information)

	Response Percent	Response Count
Less than \$15,000	1.57%	3
\$15,000 to \$24,999	5.76%	11
\$25,000 to \$34,999	5.76%	11
\$35,000 to \$49,999	16.23%	31
\$50,000 to \$74,999	15.18%	29
\$75,000 to \$99,999	16.23%	31
\$100,000 to \$149,999	9.95%	19
\$150,000 or more	9.95%	19
Prefer not to answer	19.37%	37

Appendix 6 – Community Survey Results – Age >65

The survey results have been filtered based on the optional question that asks the respondent's age. This data is for respondents who indicated their age is less than 65.

Figure A6 - 1: Please select the zip code for your residence.

	Response Percent	Response Count
78010	3.29%	17
78024	3.29%	17
78025	6.59%	34
78028	80.43%	415
78058	1.16%	6
Other (please specify)	5.23%	27

Figure A6 - 2: How long have you lived in Kerrville/Kerr County?

	Response Percent	Response Count
0-2 yrs	13.76%	71
3-4 yrs	12.02%	62
5-6 yrs	9.88%	51
7-10 yrs	11.05%	57
11-15 yrs	10.66%	55
15 yrs or longer	42.64%	220

Figure A6 - 3: What was the major reason you moved to Kerrville/Kerr County?

	Response Percent	Response Count
Employment opportunity (new job or transfer)	30.23%	156
Retirement	7.75%	40
Quality of life factors	28.88%	149
Cost of living	1.36%	7
Other (please specify)	31.78%	164

Figure A6 - 4: Are you currently employed (including part-time and self-employed)?

	Response Percent	Response Count
Yes	87.02%	449
No	4.07%	21
Seeking Employment (full or part-time)	1.16%	6
Retired	5.23%	27
Other (please specify)	2.52%	13

Figure A6 - 5: Please select your employer's industry sector.

	Response Percent	Response Count
Agriculture, Forestry, Fishing, and Hunting	1.78%	8
Mining	0.00%	0
Utilities	0.45%	2
Construction	3.12%	14
Manufacturing	1.56%	7
Wholesale Trade	0.45%	2
Retail Trade	4.90%	22
Transportation and Warehousing	0.45%	2
Information	2.45%	11
Finance and Insurance	12.25%	55
Real Estate and Rental and Leasing	4.90%	22
Professional, Scientific and Technical Services	7.57%	34
Management of Companies and Enterprises	0.45%	2
Administrative and Support and Waste Management and Remediation Services	0.89%	4
Educational Services	7.57%	34
Health Care and Social Assistance	28.51%	128
Arts, Entertainment and Recreation	0.67%	3
Accommodation and Food Services	3.56%	16
Public Administration (Government)	6.24%	28
Other	12.25%	55



Figure A6 - 6: Where is your employer located?

	Response Percent	Response Count
Telecommute / Work from home	3.12%	14
Kerrville	85.30%	383
Kerr County (not in Kerrville)	6.90%	31
San Antonio area	1.11%	5
Other (please specify)	3.58%	16

Figure A6 - 7: As part of this process, it is important to formulate a shared understanding for "what counts as success?" Do you support the notion that economic development success is defined as "Enhanced prosperity and quality of life for Kerrville/Kerr County" defined by the following characteristics:

- Higher income levels
- Increased retail and entertainment options
- Greater job opportunities within the county
- Larger and more diversified tax base
- Overall growth while protecting the unique character of the region

	Response Percent	Response Count
Yes	82.75%	427
No	6.59%	34
Not Sure	10.66%	55

Figure A6 - 8: How satisfied are you with these factors related to prosperity and quality of life in Kerrville/Kerr County?

	Not Satisfied (1)	(2)	Somewhat Satisfied (3)	(4)	Very Satisfied (5)	Rating Average	Response Count
Public education (K-12)	34	48	171	183	80	3.44	516
Higher education opportunities	79	72	169	145	51	3.03	516
Workforce training programs	93	122	224	60	17	2.59	516
Cost of living	120	138	175	64	19	2.47	516
Entertainment & recreation	89	98	158	132	39	2.87	516
Arts & culture	30	52	136	196	102	3.56	516
Public safety	14	36	156	225	85	3.64	516
Healthcare (inpatient and outpatient)	34	59	143	180	100	3.49	516
Retail shopping options	154	141	162	49	10	2.26	516
Cost of housing	191	147	124	40	14	2.11	516
Historic preservation	65	79	181	147	44	3.05	516
Growth management	127	138	183	60	8	2.39	516
Public service	47	79	213	143	34	3.07	516
Employment opportunities	124	169	152	57	14	2.36	516
Economic and business development recruitment	125	157	178	45	11	2.34	516
Tourism marketing and promotion	46	78	179	159	54	3.19	516
Kerrville's overall image	26	65	171	188	66	3.39	516
Volunteer opportunities and community involvement	12	27	127	197	153	3.88	516
Effective government leadership	103	114	200	79	20	2.61	516

Figure A6 - 9: What do you believe are the top three economic development priorities for Kerrville/Kerr County? (Select up to three choices)

	Response Percent	Response Count
Business recruitment and expansion	64.27%	331
More affordable housing	65.24%	336
Higher paying jobs	66.60%	343
Better lifestyle amenities	24.27%	125
Greater educational opportunities and workforce development	33.59%	173
Increased image and awareness about Kerrville/Kerr County	14.56%	75
Other (please specify)	14.95%	77

Figure A6 - 10: Age (optional information)

	Response Percent	Response Count
< 18	0.19%	1
18-24	2.13%	11
25-34	12.40%	64
35-44	19.77%	102
45-54	32.56%	168
55-64	32.95%	170
65+	0.00%	0
Prefer not to answer	0.00%	0

Figure A6 - 11: Educational Attainment (optional information)

	Response Percent	Response Count
Less than 9th grade	0.39%	2
9th to 12th grade, no diploma	0.97%	5
High school graduate	7.18%	37
Some college, no degree	23.11%	119
Associate degree	8.35%	43
Bachelor's degree	31.26%	161
Graduate or professional degree	27.18%	140
Prefer not to answer	1.55%	8

Figure A6 - 12: Annual Household Income (optional information)

	Response Percent	Response Count
Less than \$15,000	1.99%	10
\$15,000 to \$24,999	5.58%	28
\$25,000 to \$34,999	8.37%	42
\$35,000 to \$49,999	11.35%	57
\$50,000 to \$74,999	20.92%	105
\$75,000 to \$99,999	13.94%	70
\$100,000 to \$149,999	15.54%	78
\$150,000 or more	12.15%	61
Prefer not to answer	10.16%	51

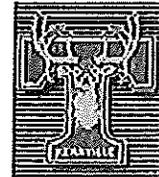
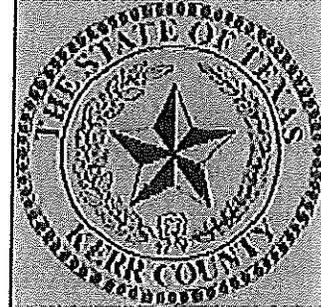
Appendix 7 – Business Survey

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Appendix 8 -- Community Survey

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Appendix 9 – Kerrville/Kerr County Logos



Kerr Arts & Cultural Center



Learning by heart



Kerrville Performing Arts Society



Appendix 10 – Examples of Economic Development Newsletters



News and Updates from North Carolina's Piedmont Triad

OCTOBER 2006

Regional Development

Exhibit Works Inc. - Producer of large-scale displays plans to build at Union Cross; invests \$9.1 million

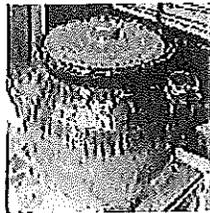
Carolina Precision Plastics - Injection molding company expands; invests \$4.5 million, creates 160 jobs

Global Textile Alliance Inc. - Mattress ticking manufacturer plans a technology-driven textile mill; invests \$12.3 million, creates 48 jobs

U.S. Xpress - Leader in the transportation industry locates a trucking facility in Lexington

Local Development

Higher Education



Higher Education Update

Recognition and enrollments are increasing at colleges and universities in the Piedmont Triad. Between construction activity and curricula expansion, the Triad's four-year institutions are growing to meet workforce demands. [Click here](#) to see what's happening in the Piedmont Triad's collegiate community.

Visit the Birthplace of North Carolina Pottery
November 18-19, 2006

25th Annual South Cove Pottery Festival

This is the only time of year Seagrove area potters showcase their collections in one location.



Florida INNOVATION QUARTERLY

NEWS AND INSIGHTS FROM FLORIDA'S INNOVATION ECONOMY

SUMMER 2007 ISSUE

High Tech

Keep up with the latest facts and figures on Florida's economy. Here are just a few of the resources that have been recently updated on florida.com.

Economic Information:

- Monitor Florida's economy through a quarterly analysis. Download the Florida Economic Digest.
- See how Florida's performance stacks up in our latest data releases. Read Economic Briefs on Florida's Gross Domestic Product, High-Tech Economy and Personal Income.
- Get a quick quarterly snapshot of Florida's economic and industry data. View the Florida Economy at a Glance.

Industry Outlook Intelligence:

- Learn about Florida's major activities and assets in the Homeland Security & Defense Industry. Download the Homeland Security & Defense Market Brief.

Hot Topics

Florida's Virtual Gateway, www.flgov.com, has been enhanced with simplified navigation, more in-depth content, multilingual and interactive features, and a state-of-the-art technology platform.

Featured sections include:

- Why Florida** - Highlights Florida's competitive advantages in key business drivers.
- Florida Industry Clusters** - Interactive profiles filled with data, videos, and interactive maps.
- Florida Regions** - Geographic and statistical information for Florida's regions, metro areas, and counties.
- Florida Knowledge Center** - Florida's resources, statistical data, and in-depth analysis.

Download a quick guide to the new florida.com website.

Florida's workers' compensation rates to be slashed by 50% in 2008. (Learn more)

MARKETWISE

Vol. 1, No. 4 A quarterly publication of the Harlingen Area Chamber of Commerce Harlingen, Texas
 FALL 2006

FAST FACTS

Harlingen's population stood at 62,318 in July of 2005, an increase of 8.3% over Census 2000 figures.

Gross sales increased by 12% between the first quarter of 2005 and that of 2006. All of the city's economic sectors fueled this growth.

Between the second quarter of 2005 and that of 2006:

- Sales tax revenues for the City of Harlingen grew by 10.5%.
- The value of residential and commercial building permits rose by 46% and 31%, respectively.
- Cargo volume at Valley International Airport (Harlingen) rose by 12% while passenger numbers increased by around 2%. The airport is the Air Cargo Hub of the Rio Grande Valley and accounts for 47% of passenger activity in the area.
- Hotel revenues grew by 11.3% reflecting an 8.3% rise in occupancy rates.
- Harlingen added 700 jobs, an increase of 3%.

Harlingen's unemployment rate stood at 6.6% in June 2006, compared to 6.9% in June 2005.

	Q2'06	Q2'05	Percent Change
Taxes	\$4,574	\$4,138	10.5%

* Excludes about the 2% sales tax collected by the City State-Texas Compromise of Public Accounts

INFRASTRUCTURE NEWS

The City of Harlingen has implemented Tax Increment Financing (TIF), a tool that local governments can use to publicly finance infrastructure improvements undertaken to promote the viability of existing businesses and to attract new commercial enterprises. The Harlingen TIF board consists of 7 members. The board is responsible for the review and implementation of projects within the Tax Increment Reinvestment Zone.

	Q1'06	Q1'05	Numerical	Percent



Charlotte USA Site Selection Update



Charlotte USA Recent Announcements

- Turbomeca USA Inc. will build a \$50 million aircraft engine parts manufacturing facility in Monroe
- Convergys to open second call center in Charlotte.
- JRS Custom Fabrication chooses Chester County for new manufacturing facility.

Charlotte USA Rankings

- Forbes Magazine - #1 "America's Least Overpriced Real Estate Markets"
- FDI International Magazine - #3 as "North American Cities of the Future."
- Southern Business & Development - #5 "Top 10 Unbelievable Sites for Auto Assembly."

Charlotte USA - Partner Links

- Charlotte Research Institute - The Charlotte Research Institute is helping enhance the technology infrastructure of the Charlotte region through its business-university partnerships. With internationally recognized centers in Precision Metrology, eBusiness Technology, and Optoelectronics, CRI is initiating new partnerships with regional and national reach. CRI offers its partners a unique opportunity to engage faculty and take advantage of specialized facilities available only at UNC Charlotte.

Contact the Charlotte Regional Partnership

The 16-county Charlotte USA region continues to be one of the most attractive regions within North America for new and expanding industry. The diverse set of announcements and rankings below are a small indication of the great things happening in the Charlotte region. We welcome your call to

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Provide direction to city staff regarding public affairs programming for the city of Kerrville

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** February 4, 2010

SUBMITTED BY: Todd Parton **CLEARANCES:**
City Manger

EXHIBITS:

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Expenditure Required:	Current Balance in Account:	Amount Budgeted:	Account Number:
\$0	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE FINANCE DEPARTMENT:

SUMMARY STATEMENT

At the January 26, 2010 council meeting, City Council discussed ideas to modify the current public affairs activities within the City structure. Staff was directed to present ideas to council ranging from restructuring existing staff and departments to investigating the possibility of hiring outside consulting firms.

Staff will present an overview of activities currently in the service plans, the tracking system of those activities and provide short and long term ideas for future enhancement to programming. In addition, ideas for outside management of public affairs will be discussed.

Examples of communication tools will be presented along with a viewing of the proposed new website.

RECOMMENDED ACTION

For discussion.

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Kerrville Budget/Economic Update

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** January 15, 2010

SUBMITTED BY: Mike Erwin *ME*
Director of Finance

CLEARANCES: Todd Parton
City Manager

EXHIBITS:
AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: *T*

Expenditure Required:	Current Balance in Account:	Amount Budgeted:	Account Number:
\$	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE DIRECTOR OR FINANCE:

SUMMARY STATEMENT

The City of Kerrville staff will present and update Council on a biweekly basis as to the status of the City's budget and current economic trends affecting the City.

RECOMMENDED ACTION

No action required information purposes only.

**CITY OF KERRVILLE
ECONOMIC UPDATE AS OF JANUARY 31, 2010**

	Current Month	Previous Month	1 Year Ago	Current Month
National				
Unemployment	10%	10%	7.40%	Dec 2009
Consumer Confidence	55.9	53.6	37.7	Jan 2010
1 year T-Bills	0.28%	0.44%	0.48%	Jan 2010

State				
Monthly Unemployment	8.30%	8%	5.60%	Dec 2009
Monthly Sales Tax	\$1.696b	\$1.517b	\$1.986b	Nov 2009

Local				
Monthly Unemployment (Kerr Co.)	5.60%	5.60%	4.80%	Dec 2009
Median Listing Price	\$189,000	\$185,000	\$199,000	Jan 2010
Monthly Sales Tax	\$341,290	\$341,962	\$381,761	Jan 2010
Monthly EIC Tax	\$170,645	\$170,981	\$190,881	Jan 2010
Monthly HOT	\$45,113	\$60,172	\$52,258	Jan 2010

FY2010 Budget FY2010 Actual % Received

General Fund				
Tax Revenue	\$16,041,112	\$7,461,903	46.52%	Jan 2010
Property Tax	\$8,467,168	\$5,719,592	67.55%	Jan 2010
Sales Tax	\$5,124,000	\$1,420,479	27.72%	Jan 2010
Permits & Fees	\$473,150	\$91,059	19.25%	Jan 2010
Intergovernmental	\$695,156	\$212,061	30.51%	Jan 2010
Service Revenues	\$3,291,310	\$1,059,802	32.20%	Jan 2010
Grant Revenue	\$52,000	\$10,525	20.24%	Jan 2010
Fines & Forfeitures	\$443,350	\$156,136	35.22%	Jan 2010
Interest & Misc.	\$402,915	\$169,365	42.04%	Jan 2010
Transfers In	\$1,260,825	\$597,967	47.43%	Jan 2010
Total General Fund	\$22,659,818	\$9,758,818	43.07%	Jan 2010

Water/Sewer Fund				
Water Sales	\$5,060,000	\$1,274,249	25.18%	Jan 2010
Sewer Sales	\$3,900,000	\$1,221,333	31.32%	Jan 2010
Other Revenue	\$669,500	\$231,571	34.59%	Jan 2010
Total Water & Sewer Fund	\$9,629,500	\$2,727,154	28.32%	Jan 2010

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Review of community logos relative to ongoing discussion concerning the city logo

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** February 1, 2010

SUBMITTED BY: Mindy N. Wendele **CLEARANCES:** Todd Parton
Director of Business Programs City Manager

EXHIBITS:

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE FINANCE DIRECTOR:

SUMMARY STATEMENT

During discussion of the logo and tag line project, council requested staff to bring copies of community logos to the next council meeting.

A PowerPoint slide will be displayed for review.

RECOMMENDED ACTION

For discussion.

**TO BE CONSIDERED BY THE CITY COUNCIL
CITY OF KERRVILLE, TEXAS**

SUBJECT: Keep Kerrville Beautiful

FOR AGENDA OF: February 9, 2010 **DATE SUBMITTED:** February 1, 2010

SUBMITTED BY: Councilmember Keeble **CLEARANCES:**

EXHIBITS:

AGENDA MAILED TO:

APPROVED FOR SUBMITTAL BY CITY MANAGER: 

Expenditure	Current Balance	Amount	Account
Required:	in Account:	Budgeted:	Number:
\$	\$	\$	

PAYMENT TO BE MADE TO:

REVIEWED BY THE DIRECTOR OF FINANCE:

SUMMARY STATEMENT

Councilmember Keeble and Aquatics/Special Events Supervisor Ashlea Boyle attended the Keep Texas Beautiful training on January 13th and 14th in San Antonio. This training presented Kerrville with the information needed to start the program. Kerrville is now considered a provisional affiliate and will be required to complete nine steps listed below of the affiliate process:

- 1) Review the training manual
- 2) Determine the organizational structure and board membership
- 3) Prepare a mission statement
- 4) Prepare bylaws, organization guidelines, ordinance, or resolution of the organization
- 5) Get the facts about your community (needs and assessment evaluations)
- 6) Prioritize the projects to be accomplished in the first year
- 7) Establish a budget
- 8) Develop lists of community/volunteer organizations and media including any place information may be shared to assist in accomplishing goals
- 9) Send Keep Texas Beautiful copies of Kerrville's by-laws, ordinance/resolution, board/committee member list.

In determining the makeup of the board, the initial thought is to include one representative from the following: KISD, UGRA, TPWD, Master Naturalists, Main Street, Recycling Department, and the County.

Once Kerrville becomes an affiliate, we will have to do at least one event per year and attend one training per year.

RECOMMENDED ACTION

Update only. No action needed at this time.