

Jasper Liggio, President  
Mike Reinschmidt, Vice President  
Darrell Carney, Secretary  
Scott Shrader

**AGENDA**  
City of Dickinson  
**Dickinson Economic  
Development Corporation  
SPECIAL WORKSHOP  
MEETING**

Leslie Boudwin  
Bert Trotta  
Elton Robbins

**August 21, 2008**

**NOTICE** is hereby given of a **SPECIAL WORKSHOP MEETING** of the Dickinson Economic Development Corporation for the City of Dickinson, County of Galveston, State of Texas, to be held on **Thursday, August 21, 2008**, at **6:00 p.m.** at: Dickinson Central Fire Station Training Room, 4500 FM 517 East, Dickinson, Texas 77539 for the purpose of considering the following numbered items. The Dickinson Economic Development Corporation of the City of Dickinson, Texas, reserves the right to meet in a closed session on any of the below items should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

**ITEM 1.) CALL TO ORDER AND CERTIFICATION OF A QUORUM**

Invocation and Pledge of Allegiance

**ITEM 2.) CONSIDERATION AND POSSIBLE ACTION REGARDING:** Rescheduling September's meeting date.

**ITEM 3.) DISCUSSION AND DIRECTION CONCERNING:** Recommended Fiscal Year 2008-2009 DEDC Budget.

**ITEM 4.) ADJOURN**

**CERTIFICATION**

This is to certify that a copy of the Notice of the Dickinson Economic Development Corporation Meeting for August 21, 2008, was posted on the bulletin board at City Hall, 1621 FM 517 East Street, Dickinson, Texas, on this 18<sup>th</sup> day of August, 2008, prior to 6:00 p.m.

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Angela R. Forbes, Development Coordinator

In compliance with the Americans with Disabilities Act, the City of Dickinson will provide reasonable accommodations for disabled persons attending Dickinson Economic Development Corporation Meetings. Requests should be received at least 24 hours prior to the scheduled meeting, by contacting the City Secretary's office at 281-337-6217, or by FAX at 281-337-6190.

**DICKINSON ECONOMIC DEVELOPMENT CORPORATION**  
**Draft FY 2008-2009 Income Statement**

	BUDGET 2007-2008	BUDGET 2008-2009
<b>REVENUE</b>		
Sales Tax Revenue	\$ 544,500	\$ 544,500
General City	\$ 812,026	\$ 897,631
Chapter 380 Corporations		
Grants	\$ -	\$ -
Transfer from City	\$ -	\$ -
Fee for Service	\$ -	\$ -
Rental / Lease		
Railroad Museum	\$ 2,400	\$ 5,000
Donations	\$ 1,000	\$ -
Gift Shop Income	\$ 10,000	\$ -
Interest Income	\$ -	\$ 46,000
Use of Beginning Fund Balance	\$ 475,567	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 1,845,493</b>	<b>\$ 1,493,131</b>
<b>EXPENSES</b>		
<b>Admin / Operations</b>		
Personnel Services	\$ 55,314	\$ 127,196
Information Technology	\$ -	\$ 26,440



<b>Capital Improvements (Reimbursed Through City Contract)</b>				
Hughes Lane	272,149	\$		
42nd Avenue	144,989	\$		
Ohio Avenue	212,841	\$		
Sunset Drive	439,542	\$		
Avenue J	-	\$		271,131
Oak Park	-	\$		170,886
Comprehensive Drainage Study				60,000
Comprehensive Plan				75,000
Master Plan Supplement Related to Parks & Trails				21,000
<b>Notes Payable - Debt Service (Reimbursed Through City Contract)</b>				
Principal	42,000	\$		42,000
Interest	29,855	\$		29,855
<b>Museum - Tourism</b>				
Personnel Services	39,042	\$		37,848
Office Supplies	1,000	\$		1,500
Inventory	7,000	\$		-
Building & Property Maintenance	7,200	\$		7,200
Computer Maintenance and Networking	1,375	\$		1,375
Travel and Training	5,000	\$		5,000
Dues/Subscriptions/Books	900	\$		900
Communication- Pagers/Phone	4,100	\$		4,100
Storage Rental	2,000	\$		2,000
Utilities-Gas, Electricity & Water	26,300	\$		26,300
Property/Liability Insurance	12,000	\$		12,000
Marketing & Advertising	5,000	\$		5,000
Museum Center Renovations/Upgrades	150,000	\$		50,000
<b>EXPENSES b/f Incentives</b>		\$	1,679,607	\$
				\$
				1,276,219

<b>Incentive Accounts</b>				
Operational Incentives	20%			43,382
Professional Services	10%			21,691
Real Estate Marketing Fund	10%			21,691
Capital Projects				-
Real Property	25%			54,228
Personal Property	10%			21,691
Improvements	25%			54,228
<b>TOTAL EXPENSES</b>				<b>\$ 1,493,131</b>

**RECOMMENDATIONS FOR PROJECTS**  
**TO BE REIMBURSED BY**  
**DICKINSON ECONOMIC DEVELOPMENT CORPORATION**  
**TO**  
**CITY OF DICKINSON**  
**FISCAL YEAR 2008-2009**

PROJECT/ITEM	AMOUNT
<b>Transfer to Capital Improvement Fund:</b>	
Preparation of Comprehensive Drainage Study	\$ 60,000.00
Reconstruction of Avenue J	\$ 257,242.00
<b>Reimbursement to General Fund Balance:</b>	
Preparation of Comprehensive Plan	\$ 75,000.00
Master Plan Supplement Related to Parks & Trails	\$ 21,000.00
<b>Transfer to General Fund:</b>	
Personnel Services	\$ 165,043.00
Utilities/Office Space/Office Supplies/IT Services	\$ 35,679.00
Street Sweeping	\$ 3,000.00
Right-of-Way Mowing	\$ 26,000.00
Quarterly Newsletter	\$ 20,106.00
<b>TOTAL REIMBURSABLE PROJECTS</b>	<b>\$ 663,070.00</b>



**Dickinson Economic Development Corporation  
 FY 2009 Proposed Budget - Revision 6  
 Inter-Fund Transfer Details  
 as of July 30, 2008**

<u>Personnel Services</u>	%	Amount
City Administrator	50%	65,981.94
Community Development Coordinator	50%	22,703.51
Chief Financial Officer	10%	10,852.41
Public Works Director	30%	27,658.28
Administrative Assistant (Tourism & Museum Ctr)	50%	6,848.50
Tourism & Museum Director (Tourism & Museum Ctr)	60%	30,999.31
<b>Sub-Total</b>		<b>165,043.95</b>

Per Ms. Johnston's request as of 07/30/2008

Street Sweeping & ROW Maintenance	29,000.00
Quarterly Newsletter	20,106.00
Utilities - prorate for City Hall (5%)	2,238.00
Rental of City Hall \$5000 (Use of City Administrator's Office)	3,000.00
IT Services @ 30% of \$88,134 (IT personnel cost - sal +benefits)	<u>26,440.20</u>
	<b>80,784.20</b>

Maintenance & Operation Expenses

Office Supplies/ Audit Fees	<u>4,000.00</u>
<b>Transfer in from Dickinson Eco.Dev.Corporation.</b>	<b><u>249,828.15</u></b>

Prepared by: Usha Mathew  
 08/01/2008 7:20 AM

**Dickinson Economic Development Corporation  
 FY 2009- Proposed Budget and Budget Amendment**

<b>Personnel Services</b>	<b>% FY 2008</b>	<b>Amount</b>	<b>% FY 2009</b>	<b>Amount</b>
City Administrator	10%	13,689.24	50%	65,981.94
Community Development Coordinator	20%	8,848.34	50%	22,703.51
Chief Financial Officer	5%	5,258.66	10%	10,852.41
Public Works Director	30%	27,517.76	30%	27,658.28
Administrative Assistant (Tourism & Museum Ctr)	50%	4,622.28	50%	6,848.50
Tourism & Museum Director (Tourism & Museum Ctr)	60%	34,420.28	60%	30,999.31
<b>TOTAL</b>		<b>94,366.56</b>		<b>165,043.95</b>

**Difference 70,687.39**



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## Exhibit "A"

### Scope of Services

Under contract to the **City of Dickinson**, Kendig Keast Collaborative (KKC), in association with TIP Strategies, Inc., will assist the City to prepare an updated Comprehensive Plan for guiding the long-range growth, development and enhancement of the community. This consultant involvement and facilitation will be carried out according to this Scope of Services and contingent upon the Support Services outlined in contract Exhibit "B."

#### Task 1: Existing Information Review

As part of its initial "discovery and reconnaissance" approach, KKC will conduct a thorough review and evaluation of the City's current planning documents and other relevant materials to understand the recent history of community planning efforts in Dickinson, the key opportunities and challenges facing the community, and how Dickinson has fared in attempting to make tangible progress in addressing the priorities and desires expressed in these plans.

Activities include:

1. Request from City staff any relevant plans, studies, strategy documents, briefing papers or any other materials that relate to the City's ongoing planning and implementation efforts or touch on topics pertinent to the City's short- and longer-term planning. Also request the City's current development codes for a preliminary comparison between the City's plans and policies and its primary implementing regulations.
2. Investigate and cite key data and studies from sources other than the City that involve trends and factors pertinent to Dickinson's long-range planning (e.g., regional transportation planning, water supply planning, real estate market trends, etc.). This may include, as necessary, proprietary sources of socioeconomic and market data (e.g., ESRI Business Information Systems).

#### *Deliverable*

- ▶ A summary memorandum of key observations and findings from the review of previous plans and studies and interim updates.

#### Task 2: Data Analysis

This task will focus on conversion of raw data into meaningful information on key community indicators, trends/shifts and context. This will be accomplished through preparation of informative charts, graphics, maps and summary bullet points that capture essential planning considerations for use throughout the long-range planning process by the consultant team and City staff, advisory committee, citizens, and other participants. This effort will sharpen the focus of the work program and provide the necessary background for drafting all other plan chapters.

Activities include:

1. Analyze existing demographic and socioeconomic data to assess future capacity needs of public facilities and infrastructure services and to project land use demands.
2. Prepare a range of population projections, in five-year increments through the plan horizon year, and derive a consensus on the most likely future population scenario.

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3. Review other specialized data or studies pertinent to specific elements of the Comprehensive Plan.

*Deliverable*

- ▶ Chapter 1, Community Overview, with narrative discussion and graphics highlighting key planning considerations emerging from the Data Analysis, plus an appendix of demographic and socioeconomic indicator data.

### Task 3: Citizen Participation

Community leaders and the public will be extensively involved throughout the plan development process to ensure that the plan accurately reflects their intentions for the future of Dickinson. Beginning with small-group interviews shortly after the project start-up, followed by Comprehensive Plan Advisory Committee (CPAC) meetings and a community forum to solicit the participation of the whole community, and proceeding through a series of Planning and Zoning Commission and City Council meetings toward final review and consideration, residents are the cornerstone of the process.

This task is separated from the other tasks to highlight its importance. However, it is highly integrated with the other tasks.

Activities include:

1. Conduct a series of small-group interview sessions with a cross section of Dickinson residents, business and property owners, developers, public officials, representatives of community organizations, students, and others as appropriate to discuss their priorities for the future of Dickinson and to provide additional insight as to where the City potentially should focus its planning efforts. The City might also consider revisiting these same groups later in the planning process to obtain their feedback and insights on the Comprehensive Plan direction and draft content.
2. Set up a web forum or similar internet-based feedback tool to solicit citizen comments. The web forum can be located on a KKC-controlled server or the City's web host. Initially, the forum will be an operational "shell" and will then evolve and grow during the course of the project.
3. Hold a community symposium, which is designed to enroll participants in the process and to gain valuable input to identify community issues, improvement needs, and priorities. The City may also choose to hold a teen forum to involve students in the planning process and identify and address issues related to their needs.
4. Conduct a total of eight (8) working meetings (including the kick-off Meeting 1) with a City-organized advisory committee. Each meeting will include advance review of draft plan materials, detailed discussion of the agenda items, and consensus on necessary revisions and modifications. Topics for each meeting are tentatively expected to include:
  - Meeting 1: Review and discussion of draft Chapter 1, Community Overview (including an introduction and vision).
  - Meeting 2: Review and discussion of draft Chapter 2, Urban Design & Future Land Use (excluding the future land use plan, which will be coordinated with the development of the thoroughfare and growth plans).
  - Meeting 3: Review and discussion of draft Chapter 3, Growth Management & Capacity.
  - Meeting 4: Review and discussion of draft Chapter 4, Mobility.

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**Meeting 5:** Review and discussion of draft Chapter 5, Parks and Open Space and draft Chapter 6, Economic Development.

**Meeting 6:** Review and discussion of draft Chapter 7, Implementation.

5. Provide a briefing to the City Council, at appropriate milestone points, to inform them of the project status and to ensure the plan is consistent with their expectations. At least one member of City Council should also serve as a liaison on the Comprehensive Plan Advisory Committee throughout the process.
6. Conduct an extended workshop with the Planning and Zoning Commission to overview the draft plan and provide an opportunity for their detailed review and consideration of the plan for recommendation to the City Council.
7. Present the final plan at a public hearing before the City Council.
8. **(Optional) Community Survey.** On an additional services basis, the consultant team will prepare and administer a survey to solicit the input of the broader community regarding attitudes and perceptions of Dickinson and its physical development.

***Deliverables***

- ▶ An introduction with pertinent background information about the plan document and process, which will be integrated into Chapter 1, Community Overview.
- ▶ Guiding Principles for the plan, refined in conjunction with the CPAC, that express the shared aspirations of what area residents want their community to be in the future.
- ▶ A web forum for citizen comment.

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**Task 4: Urban Design and Future Land Use**

The purpose of this task is to establish the necessary policy guidance that will be used in making decisions about the compatibility and appropriateness of individual developments within the context of the larger community. The land use and community design elements will serve as the City's policy for directing ongoing development and managing future growth, preserving valued areas and lands, and protecting the integrity of neighborhoods, while also safeguarding and enhancing community image and aesthetics.

The urban design component of this plan element would look first to development form and secondly to the aesthetic treatments that improve the appearance of the visual environment (e.g., "context sensitive" roadway design, landscaping, signage, building and site design treatments, and other amenities). The prime consideration in development form is whether it helps to create an environment that is both functional and attractive (factors include the scale and bulk of buildings, their three-dimensional form and site placement, location of parking and service areas, amount of imperviousness/landscape surface, and the amount of open space). Unique "community framework" areas would be delineated and utilized to organize the community according to functional areas that also have particular identities and help to establish community character. These typically include gateways and portals, corridors, special districts and valued view sheds.

Activities include:

1. Inventory and evaluate the area's key physical features, assets and constraints.
2. Conduct a character-based land use inventory to document general use patterns, existing and emerging land use conflicts, compatibility and transition needs, and issues of community form.

3. Highlight environmental constraints and potential hazards that should factor into the future land use plan and the City's development regulations, either to minimize incompatible development or to identify natural features that should be preserved and/or utilized as a development focal point and amenity.
4. Through the public participation program, solicit the opinion of residents as to how, when and where the community should develop in the future.
5. Prepare a future land use plan to illustrate the generalized pattern and varying character of future development.
6. Identify guidelines and land use planning criteria to direct future development in a manner that is concurrent with planned infrastructure improvements and reflective of community preferences.
7. Recommend policies, standards and programs to enhance and conserve the community's valued environmental resources, as well as to provide for appropriate public access, conservation development strategies, and careful integration into the City's park and open space system and recreational trail planning.
8. Conduct a community design workshop with a cross section of area interests to identify the most desired development types, form characteristics, and aesthetic features and enhancements.
9. Outline strategies for enhancing development outcomes and aesthetic appearance via revised development standards and other mechanisms and incentives.

*SPECIAL TASK EFFORT: Targeted Area Planning*

As part of the Urban Design and Future Land Use task, and based on leadership and citizen input, KKC will coordinate with City staff to identify an area of the community which merits focused planning attention—both long term and strategic—within the context of the Comprehensive Plan effort. Very often this is a community's historic downtown, while in other cases it may be a unique neighborhood, older commercial corridor, a key gateway area to the city, or an emerging growth area. A special section of the Urban Design and Future Land Use chapter will focus on this area, allowing for more intensive examination of existing conditions and future needs and opportunities, presented in a highly visual and informative format using a variety of photos, graphics, and summary text. This focused effort will typically consider:

- the community wide context in which this particular area developed and has evolved—or is just beginning or about to develop in the near term;
- key linkages between this area and other activity centers and important districts and corridors;
- particular development compatibility and land use transition concerns within this area;
- mobility and traffic/bike/pedestrian safety issues directly related to the development form and pattern in the area;
- urban design considerations and guidelines, highlighting specific actions the City must take to make a tangible difference in area image and aesthetics in coming years; and
- specific development code recommendations to ensure that development and/or redevelopment outcomes in the area are in line with community desires and expectations.

While the Comprehensive Plan budget does not allow for preparation of a full fledged special area plan, this initial work can set the stage for such a targeted planning effort as an immediate plan implementation step.

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### *Deliverables*

- ▶ Chapter 2, Urban Design and Future Land Use.
- ▶ Targeted Area Plan
- ▶ Future Land Use Plan (to be development concurrently with the thoroughfare and growth plans and submitted toward the end of the plan development process).

### Task 5: Growth Management and Capacity

This task will provide a “bridge” from the Urban Design and Future Land Use task to the Implementation task. The focus will be on consensus written statements of City intent and policy regarding how growth and new development will be accommodated, consistent with other fiscal and community considerations, as well as efficient land and roadway network utilization to maintain and achieve a desired urban form and character. This element will also evaluate the existing infrastructure system (including water, wastewater, storm drainage, and flood plain management) and programmed future improvements to determine the current and forecasted future capacity and its ability to support and sustain the future growth and development of the community.

Activities include:

1. Draft potential goal and policy language that responds to the specific growth management challenges facing Dickinson.
2. Determine any existing constraints to future development based upon population projections, land use patterns, the transportation network, infrastructure and public service capacity and availability, and/or environmental factors.
3. Review recent/ongoing plans or studies related to water, wastewater and drainage infrastructure needs that address current and forecasted capacity; any facility or service issues or deficiencies; and anticipated capital improvements. Also describe the likely demand for utility extension into developing areas.
4. Review any ETJ expansion (through the potential land swap with League City) and resulting planned annexation activity by the City and assess the outlook for further incorporation of additional territory in coming years.
5. Perform growth modeling analysis using the Scenario<sup>Plus</sup>™ model to scan land use plan alternatives and forecast a variety of growth impacts, including factors such as population, employment, housing requirements, school enrollments, trip generation, sewer and water needs, and parks to better equip decision-makers and stakeholders to agree on a preferred plan.
6. **(Optional) Fiscal Impact Model.** TischlerBise, the nation’s leading cost of growth consulting firm, is available to join our team to conduct optional activities related to fiscal impacts and sustainability. Understanding the fiscal impacts of land use decisions is something that is frequently overlooked in the planning process. Optional work efforts include conducting a Cost of Land Uses Fiscal Analysis, as well as a Fiscal Analysis of Future Growth Scenarios. The Cost of Land Uses Fiscal Analysis relates to determining the fiscal impact of different types of land uses on the City’s current budget. This approach focuses on the average cost methodology and provides a generalized understanding of how discrete land use categories impact the City from a fiscal perspective.

The Fiscal Analysis of Future Growth Scenarios measures the fiscal impact to the City if it builds out under different land use scenarios. This could include evaluating build out under

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the current land use plan versus other alternatives. These different alternatives could include scenarios related to directing growth to various areas of the City, comparing traditional development patterns to higher density or new urbanist patterns, and/or adopting intervention strategies or incentives to encourage infill development. This analysis would project the amount and timing of infrastructure required, the number of additional City personnel, property and sales tax revenue, etc. Given the fact that each jurisdiction is unique in terms of demographics, budgetary structure, levels of service, as well as growth pressures, TischlerBise recommends utilizing a case study-marginal approach in this work effort.

***Deliverable***

- ▶ Chapter 3, Growth Management and Capacity.

**Task 6: Mobility**

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A multi-modal transportation strategy is a vital component of a comprehensive plan to ensure adequate preservation of rights-of-way and other coordination needs and opportunities concurrent with new development. The purpose of this task is to ensure orderly development of the transportation system, considering not only facilities for automobiles but other modes of transportation as well, such as mass transit, commuter rail, pedestrian and bicycle circulation (and safety), freight movement facilities, local and regional airports, and associated needs. This task will be closely coordinated with the Urban Design and Future Land Use task to evaluate the impacts of different transportation investment decisions on future development and community character.

Activities include:

1. Review available data, studies, and plans regarding the existing transportation system and specific facilities/services, current and projected roadway and traffic conditions and improvement needs, and associated capital improvements programming.
2. Review HGAC's Regional Commuter Rail Connectivity Study and incorporate recommendations into the Thoroughfare Plan and resulting transportation policies and strategies.
3. Evaluate transit options and possibilities for the City of Dickinson.
4. Utilize the future land use plan to determine levels of service and necessary rights-of-way and roadway cross sections.
5. Review the current subdivision regulations and recommend thoroughfare development standards and requirements, as needed.
6. Prepare a long-range Thoroughfare Plan that identifies the general alignments of rights-of-way for future thoroughfares throughout the city limits and ETJ, planned locations of interchanges and major intersections, and cross sections for varying roadway classifications.
7. Address the need for better management of property access along major roadways, as well as the need to "calm" traffic within neighborhoods and other pedestrian-oriented areas.

***Deliverables***

- ▶ Chapter 4, Mobility
- ▶ Updated Thoroughfare Plan

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## Task 7: Parks and Open Space

The purpose of this task is to provide an in-depth analysis of the City's park and recreation facilities, as well as relatively undisturbed open space areas and views, whether already preserved within formal greenways or not. This is to ensure that the City "catches up" on any deficiencies in the provision of parks and recreation areas and facilities; that existing facilities are consistent with the community's preferences; and that future land acquisition and facility improvements keep pace with new development. The element will also include a conceptual greenways and trail network map.

Activities include:

1. Inventory existing and planned future public, semi-public and private parks and their facilities and improvements (open space areas will be documented and mapped in conjunction with the inventory efforts under the Urban Design and Future Land Use task).
2. Coordinate preparation of the Parks and Open Space System Plan with the Future Land Use Plan regarding future park and public open space needs.
3. Identify opportunities for preserving natural amenities and open space as a means to enhance community character, particularly along corridors, at community gateways, and in other key areas.
4. Identify gaps or deficiencies and denote future park service areas for various park classifications.
5. Identify and update standards for park and facility development, as needed.
6. Develop a conceptual network of bicycle and pedestrian pathways connecting each of the City's parks with schools, neighborhoods, commercial areas and community facilities.

### *PARKS AND RECREATION PLAN SUPPLEMENT*

The Comprehensive Plan chapter will be supplemented to include the content requirements established by Texas Parks and Wildlife Department (TPWD) to qualify as an "acceptable plan". (This will qualify the City to submit for grant assistance for which applications are accepted by the state in January and July of each year.) The chapter will be formatted to include subsections such that it may also be submitted by the City to the State as a stand-alone master plan. The tasks that will be included in the expanded chapter include:

1. Include among the small group interview sessions meetings with parks and recreation stakeholders, supplemented by the input received through the community survey conducted as part of the Comprehensive Planning process;
2. Conduct inventories of all park properties, including numbers of park equipment and recreation facilities;
3. Develop facility standards based on a ratio of park acreage per 1000 persons (by park type) and for individual facilities and improvements.
4. Determine site selection criteria;
5. Produce a needs assessment to identify the City's parks and recreation needs, based on application of the facility standards (including a service area analysis and park system plan); and,
6. Integrate a prioritized list of park improvement projects.

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### *Deliverables*

- ▶ Chapter 5, Parks and Open Space, expanded to include additional subsections to comply with the TPWD content requirements.
- ▶ Parks and Open Space System Plan

### Task 8: Economic Development

The purpose of this task is to provide a set of strategies for both strengthening and diversifying Dickinson's economy. This task will analyze current conditions and recommend policies for growing the economy in a way that is both feasible and compatible with the character of the community. Of particular importance in preparing the economic development element will be the physical planning components that contribute to the City's readiness to accommodate new development and reinvestment. Key considerations will include the provision of sufficient space in appropriate locations for commercial business parks and industrial development; ensuring provision of adequate public facilities and services; providing available, affordable, adequate, accessible, and quality housing; and creating a sustainable living environment for all residents of the community.

Activities include:

1. Gather data on key economic indicators to develop a picture of current economic conditions.
2. Evaluate the potential economic impact of recommended community improvements such as thoroughfare extensions, provision of utility infrastructure into new areas, and resolving development constraints, as well as a range of quality-of-life enhancements.
3. Provide adequate areas for commercial business and industrial parks, including an outline of development standards and policies.
4. Evaluate and propose ways to upgrade Dickinson's "readiness" for economic development — systems in place for attracting new businesses, helping existing companies expand locally, nurturing entrepreneurial functions, bolstering work force training, redirecting marketing and recruiting functions, and strengthening inter-jurisdictional cooperation.
5. **(Optional) Independent Economic Development Plan.** The above tasks constitute traditional elements for preparing the economic development chapter of a Comprehensive Plan document. The methodology for the above scope is based on an analysis of secondary data supplemented by findings from KKC. This optional phase of the work program would result in a full economic development plan that is customized to the unique needs of Dickinson and based on extensive field work. This plan would include economic development goals, strategies and implementation actions. To develop this plan, TIP would conduct the following:
  - Key Stakeholder Interviews. TIP will interview individuals and representatives of organizations who can assist the consulting team in understanding the challenges and potential opportunities for the area. These interviews would include local and regional leadership (e.g., local businesses, school district, convention and visitor's bureau, homeowner associations, transportation officials, City and County elected officials, workforce development agencies, utility companies, and other area service providers).
  - Strategies for Leveraging Local Assets. TIP would meet with officials of the City and County, and Dickinson Economic Development Corporation to assess the success and direction of joint economic development efforts.
  - Review of Economic Development Activities. TIP will review the activities of the chamber of commerce and other organizations as they relate to economic development

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and provide recommendations for ways to enhance effectiveness. This includes the review of any projects that have been funded by the City and those that have been rejected.

- Marketing Plan. TIP will develop a marketing plan for economic development based on the strategies identified, as well as a review of any existing marketing materials, web sites and press packets. TIP is also available to conduct a retail study for the area.
- Implementation Plan. In addition to the economic development strategies, TIP will identify specific actions, responsible parties, budgets, staffing requirements (where necessary) and timelines. This plan is designed as a “living” document – one that can be updated continuously – and can serve as a work plan for the community’s economic development efforts.

***Deliverable***

- ▶ Chapter 6, Economic Development

**Task 9: Implementation**

The Implementation task will utilize the recommendations of the individual plan elements to consolidate an overall strategy for executing the plan, particularly for the highest-priority initiatives that will be first on the community’s action agenda. Additionally, KKC will conduct a performance appraisal of the City’s development ordinances — as the plan’s implementing regulations — to identify potential modifications that are necessary to achieve the vision. The appraisal assesses whether the codes include provisions that will allow them to perform so as to achieve the desired development outcomes. Since the codes are responsible for development form, this exercise is absolutely essential for the City to successfully implement its plan.

The structure of the implementation program outlines specific tasks that must be accomplished. Through a facilitated “first-and-next-steps” implementation workshop conducted jointly with the Planning and Zoning Commission and City Council, the priorities would be determined, together with an action timeframe and assignment of responsibility. A reporting function is also embedded in the program to provide a means of accountability.

Activities include:

1. In conjunction with the Urban Design and Future Land Use task, conduct a performance appraisal of the existing development regulations, including the City’s zoning districts, to identify amendments necessary to implement the plan and address gaps in the current regulations.
2. Outline the required organizational framework to ensure successful implementation of the plan, including strategies for staffing, roles of boards and commissions, plus ongoing monitoring and reporting, as well as necessary interaction with other public and private implementation partners.
3. Facilitate a joint Implementation Workshop with City Council and the Planning and Zoning Commission to determine action priorities along with the timing and assigned responsibility for each.
4. Prioritize and list capital improvement projects, including street improvements, parkland acquisition and infrastructure needs, through the Year 2015. KKC will coordinate with the WCID on infrastructure projects to be included in the comprehensive plan.

***Deliverable***

- ▶ Chapter 7, Implementation

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## Project Deliverables

KKC will provide deliverables at the conclusion of each task of the Comprehensive Plan project. These deliverables will facilitate advisory committee working meetings, periodic releases of information to the media and public, and the orderly completion of the project. All interim project deliverables will be provided to the City in Adobe \*.pdf format for reproduction and distribution by the City to the advisory committee, Planning and Zoning Commission, City Council, and appropriate City staff members.

KKC will provide a fully formatted version of Chapter 1, Community Overview. Each of the subsequent plan chapters will be delivered in "text only" format to facilitate staff review and efficient modification. KKC will conduct a single round of edits as each plan chapter is reviewed and following preparation by City staff of revised draft version in legislative format (edits and strike-throughs). Upon review by the Planning and Zoning Commission KKC will prepare and provide a memorandum that documents the agreed upon changes to the plan. One round of final edits will be completed following plan adoption, which will be the final plan deliverable.

Upon project completion, KKC will deliver the following:

- **Ten (10) bound copies** of the final adopted comprehensive plan, including all maps, illustrations and related attachments.
- **Plan<sup>Plus</sup>™ electronic publication** including a fully functioning public website, which will allow users to browse and search desired sections of the plan document. It will also allow users to view all illustrations, graphs, and tables in the plan. Included will be a listing of "quick references" to frequently visited parts of the document. It will also include a web-based, online document editor that allows authorized staff members to edit and update the plan text, as needed. KKC will provide instruction, along with a manual, to designated staff members. Plan<sup>Plus</sup>™ may be hosted on a KKC web server may be installed on the City's web server.
- **One set of large scale plots** of the major plan maps.
- **Electronic files on compact disk** for all documents in their original format (in Microsoft Word, Adobe \*.pdf and ESRI compatible formats), including all supporting graphics, tables, illustrations and maps. KKC will also provide a digital file for printing CD labels that have a design consistent with the final Comprehensive Plan document.
- **(Optional) Brochure Plan.** On an additional services basis, KKC would prepare an attractive summary brochure for the City of Dickinson Comprehensive Plan Update. The brochure would be created in an electronic desktop publishing format and provided to the City. The brochure would include a summary of each chapter with descriptive tables, illustrations, and maps. KKC would coordinate with the City leading to a digital proof for review by City staff prior to submitting it for final printing.

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## Exhibit "B"

### Support Services

The City of Dickinson will provide administrative and technical support services to assist the CONSULTANT in performing the Scope of Services described in Exhibit "A" for development of the Comprehensive Plan. The support services to be provided by the City will include the following types of general services and specific tasks for the planning program:

- Identify a single individual as the City's Project Director, who will serve as a primary point of contact and source of day-to-day work program direction for this collaborative planning effort involving both City and Consultant personnel, resources and capabilities.
- Provide all available data, maps, air photos, previous reports/plans/studies, and other information that is available to the City in digital or printed format and is pertinent and necessary for development of each plan element. Prompt compilation and delivery of such resource materials to the Consultant is an essential prerequisite for initiation of the Comprehensive Plan process and timely progress on various initial study tasks. The City will reproduce all materials such that they will not require return upon project completion.
- Assist the Consultant in establishing contacts with agencies and organizations for data collection and coordination purposes, arranging meetings as needed, and making these entities aware of the comprehensive planning process.
- Ensure that key City personnel, advisory board members and elected officials will participate as needed in the planning process and be available upon request, through arrangements made by the City's Project Director, to provide information and referrals and offer opinions, insights and suggestions that are necessary for development of the various plan elements. This will include potential formal or informal meetings and briefings with the City Council as specified in Exhibit "A", Scope of Services.
- Immediately upon project initiation the City's Project Director and representative from the appropriate City Department will coordinate with the Consultant to transfer spatial data and mapping that the City can make available for the project, including data sets and GIS coverages and AutoCAD layers already developed/maintained by the City for its entire planning area or readily available to the City from other sources. Delay in transferring this data to the Consultant may compromise the overall project and the schedule of deliverables. Availability of a workable base map and dataset is an essential prerequisite for initiation of the Comprehensive Plan process and timely progress on various initial study tasks.
- Reproduce and forward each draft project submittal provided via e-mail by the Consultant to advisory committee members, key City staff members, and other project participants as appropriate. In addition, each draft deliverable will be provided to the Planning Commission and City Council for courtesy review and discussion as the planning process proceeds. An item should be added to the Planning Commission and City Council agendas throughout the duration of the comprehensive planning process to provide ongoing discussion opportunities for these bodies and to allow for overall direction of the plan development process. City staff will be responsible for providing briefings to the City Council at regular intervals throughout the process, in addition to any Consultant briefings specified in Exhibit "A", Scope of Services.

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- Conduct public information activities in conjunction with major public meetings and other fitting project milestones. The City will be responsible for news media contacts, preparation and distribution of news releases and any other public information materials, and posting of meeting notices and project information and updates on the City's Internet home page.
  - Use the City's website to disseminate information and inform, update and educate the public about the ongoing comprehensive planning process. The Consultant will provide already-completed Microsoft Word documents or ArcView GIS maps in an Adobe \*.pdf format, which can be easily integrated into the City's website.
  - Organize, appoint and provide administrative support for a Comprehensive Plan Advisory Committee (CPAC). One or more members of the Planning Commission and City Council should be included for liaison and tracking purposes throughout the project. The City's support services will include arranging meeting locations, distributing meeting notices prepared by the Consultant, and reproducing agendas, meeting summaries, and other handouts prepared by the Consultant.
  - Provide three-ring binders (2" size) with section dividers (based on number of plan chapters plus some extra tabs for other project materials) for all advisory committee members, involved City officials and staff, and others as needed for purposes of organizing and maintaining project materials throughout the process. The project notebooks should include rosters and contact information for the members of the advisory committee, Planning Commission, and City Council as well as key City staff plus the project schedule. The Consultant will be responsible for presentations and preparation of necessary graphic aids for all meetings. The Consultant will provide one (1) reproducible original of notebook materials for reproduction and distribution by the City.
  - Arrange and provide use of public meeting facilities for each scheduled public involvement event and meeting identified in Exhibit "A", Scope of Services, including adequate setup for presentations (PowerPoint projector, sound system, screen or white wall, reduced lighting, extension cords, easels, flip pads and markers, etc.). The City's support services will include providing public and news media notification of public meetings, producing/ mailing/ distributing notices, reproducing agendas and other handout materials prepared by the Consultant, providing sign-in sheets so meeting attendance can be documented, and providing refreshments. The Consultant will be responsible for presentations and preparation of necessary graphic aids for all meetings. The City will also be responsible for inviting members of City Boards and Commissions and representatives of other key agencies and community organizations to attend public meetings related to the plan update process.
  - Commit the necessary resources to adequately prepare for and promote citizen participation and ensure media coverage of key community involvement events. The City might consider inviting other community organizations to co-sponsor or "co-host" such key events and provide further logistical support. The City's responsibilities will include securing a meeting location with adequate setup and seating for large gatherings and presentations (PowerPoint projector, sound system, screen or white wall, reduced lighting, extension cords, easels, flip pads and markers, etc.), distributing promotional posters and/or flyers prepared by the Consultant, distributing any other public information materials, publicizing the event through informal networks and "word of mouth" means, encouraging major businesses and institutions to highlight the event on high-profile marquee signs and message boards, making arrangements for snacks/beverages and entertainment, providing greeters and City staff or volunteers to staff a sign-in table, assigning City staff to assist with any planned small-group breakout sessions, arranging for City officials to welcome attendees and provide brief opening remarks, inviting any guest speakers as needed, arranging one or more door

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prizes (optional), and reproducing a program/agenda for the event. The Consultant will provide a checklist and other guidance and sample materials based on its experience in conducting and facilitating many similar events in other communities.

**Preliminary Fees**  
**City of Dickinson, Texas Comprehensive Plan**

We are pleased to submit the following Project Budget to the City of Dickinson to facilitate the process of preparing its Comprehensive Plan. This budget includes our estimate of the project costs for providing the planning services described in Exhibit A, Scope of Services.

Based on our understanding of the project as expressed in Exhibit A the total project cost is a maximum not-to-exceed amount of \$159,825.00, which includes the basic services Tasks 1 through 9 outlined below. There are several optional services listed for which the City may choose to authorize and execute during the plan development process. Some of these costs are subject to change depending on the timing of their authorization. The fees are firm for a period of 90 days after which they may increase.

Budget	Fee
1. Existing Information Review	\$6,960
2. Data Analysis	\$5,475
3. Citizen Participation (including the community forum)	\$11,200
4. Urban Design & Future Land Use Chapter	\$13,650
5. Growth Management & Capacity Chapter	\$33,380
6. Mobility Chapter	\$10,500
7. Parks and Open Space Chapter (Master Plan Supplement)	\$31,740
8. Economic Development Chapter	\$19,150
9. Implementation Chapter (electronic publishing in Plan <sup>PLUS</sup> ™)	\$19,500
<b>Total Professional</b>	<b>\$151,555</b>
Direct Expenses (travel and subsistence)	\$3,270
Direct Expenses (reproduction, supplies, etc.)	\$5,000
<b>Estimated Project Budget</b>	<b>\$159,825</b>
<b>Optional Services</b>	
Community Survey	
- Telephone Survey	\$19,500
- Direct Mail Survey (turnkey method)	\$14,000
- Direct Mail Survey (via utility billing)	\$9,500
Cost of Land Uses Fiscal Impact Analysis (TischlerBise)	\$35,000
Case Study-Marginal Analysis of Growth Scenarios (TischlerBise)	\$60,000 - \$80,000
Plan Summary Brochure	\$2,500 - \$10,000