



# Plan Recommendations

## Introduction

Even during the course of a nationwide pandemic, the City of Lampasas has continued to make strides towards achieving the goals and visions described in this Comprehensive Plan. Community members continue to support local businesses and keep shops and restaurants open on Courtyard Square. Officials also managed to arrange for high speed internet service providers to begin offering service in the City, a topic which emerged as a top priority in every discussion about preparing Lampasas for the future.

It is in this context of action and initiative that these recommendations are offered to help provide Lampasas with a path forward to implementation. Recommended actions in this Chapter are arranged based on the City's identified visions and goals. It is also important to remember that not all recommendations are meant to be accomplished immediately. Some can result in quick action, while others will evolve and take shape in the coming decade.

Chapter 6, Plan Implementation, will set out the Implementation Action Plan that details how Lampasas can achieve its near-, mid-, and long-term priorities for the future.

Throughout the planning process, it has been evident that the City of Lampasas is beloved by the people who live here. From fond memories of historical events to young families describing their return home to raise their children, citizens shared stories of multi-generational ties to the community. This commitment to a successful future will continue to be a tremendous asset for Lampasas. The community’s vision for the future calls for action that will create economic strength, community energy, and quality development. The outline for this community agenda is structured by the subsequent elements:

- Growth and Community Character;
- Updating Infrastructure and Critical Services;
- Land Use and Development;
- Economic Development;
- Mobility; and
- Community Facilities and Services.

These elements contain six targeted goals and twenty-two (22) objective statements, from which a plan of action is derived (these goals start on page 84).

This chapter contains a series of goals and objectives to achieve them as implementation actions over time. It is understood that not all goals or objectives will be accomplished in the near-term or, in some cases, during the time horizon of this plan. As such, Chapter 6, Plan Implementation, sets out a prioritized implementation action plan which provides additional clarity as to the community’s near-, mid-, and longer-term plan of action moving forward. See *Figure 5.1, Plan Organization*.

FIGURE 5.1, PLAN ORGANIZATION



## PLAN GOALS

*The six community goals and objectives are organized by six elements, all of which contain actions that can be implemented in the short, medium and long-term.*

### ELEMENT 1: GROWTH & COMMUNITY CHARACTER

#### GOAL 1

Prepare Lampasas for growth that meets the community's current and future needs, while preserving its unique character.

### ELEMENT 2: UPDATING INFRASTRUCTURE AND CRITICAL SERVICES

#### GOAL 2

Make Lampasas a growth-ready community by providing the infrastructure required to support a 21st century economy.

### ELEMENT 3: LAND USE & DEVELOPMENT

#### GOAL 3

Expand opportunities for high-quality growth in Lampasas, while preserving the small-town character and distinct natural resources of the community.

### ELEMENT 4: ECONOMIC DEVELOPMENT

#### GOAL 4

Expand retail and entertainment options to serve residents and to make Lampasas a destination for visitors who will contribute to the City's economy.

### ELEMENT 5: MOBILITY

#### GOAL 5

Plan the City's transportation system to reduce congestion and traffic conflicts, accommodate growing travel demand, and incorporate quality of life amenities.

### ELEMENT 6: COMMUNITY FACILITIES & SERVICES

#### GOAL 6

Provide high quality facilities and services which create a healthy, safe, and well-educated community.

## ELEMENT 1: GROWTH & COMMUNITY CHARACTER

### GOAL 1

Prepare Lampasas for growth that meets the community's current and future needs, while preserving its unique character.

#### Objective 1.1

Ensure that the Lampasas Future Land Use Plan presents a comprehensive, coherent strategy to guide growth in the face of increasing development pressures.

#### Action 1.1.1

**Identify opportunities to accommodate the demand for new residential and commercial growth and to catalyze new types of investment.** While demand for new development sites is growing in Lampasas, particularly in the residential market, many of the most desirable parcels in the City are already built out. Although over 30% of the land in the City limits is currently classified as agricultural or undeveloped, constraints such as mapped flood plain, limited utility service and unwilling sellers restrict the use of that land. Community members who participated in the stakeholders groups and community-wide open house identified finding new areas for growth as a high priority. The City should take an active approach to encouraging development in desired areas by identifying parcels for both commercial and residential development that are well-served by the City's network of highways and utilities. To continue encouraging redevelopment of established neighborhoods through infill, the City should also track the number of available lots and abandoned structures suitable for redevelopment.

#### Action 1.1.2

**Provide life cycle housing for current and future residents of all ages by making it possible to offer a wider range of housing options, including tiny homes, townhomes and multifamily.** The housing stock in Lampasas is aging, even as demand for new housing grows. In the stakeholder meetings, the development community identified an unmet demand for newer homes at a higher price range, a sentiment echoed by the economic development community charged with recruiting new businesses and employees to town. While single family housing currently consumes over 20% of the City's land area and provides most of the City's housing units, citizens of all ages also expressed an interest in seeing a wider range of housing types in Lampasas with a special focus on the tiny home trend. Through their votes at the Open House, citizens also indicated that more townhomes and apartments are needed to provide options that require lower costs and maintenance for citizens both young and old. Both the U.S. 281 and 183 corridors to the south and southwest of town were indicated to be prime locations for new multifamily development to attract residents commuting to surrounding communities. To encourage this type of development, the City would have to update its zoning designations.

### Action 1.1.3

**Transform Lampasas into a destination for nearby metropolitan markets to strengthen their contribution to the City's retail and tourism economy.** Although traffic through Lampasas is increasing rapidly as travelers bypass I-35 and the region's larger cities, people may be unaware that they are passing through a community with such a distinguished history. Austin, Killeen, San Antonio, the Dallas/ Fort Worth region and San Angelo are all connected to Lampasas through its highway network. The Lampasas County Chamber of Commerce Visitor's Center is a valuable resource, providing guidance on businesses and local points of interest and gathering information on visitors passing through. Information should be gathered from the Visitor's Center to determine travelers' communities of origin as well as their reasons for stopping in Lampasas so that the City can clearly identify patterns of travel to and from nearby metropolitan areas. This data can help the City determine what types of amenities and services could encourage visitors to extend their stay or even return to invest in a home or business in the community. It can also guide decisions on the types of signage, outreach to target markets and investment in services that could further increase visitation. The City should also actively monitor and participate in TxDOT's plans and forecasts for traffic patterns and road improvements.

Clear and prominent signage on gateways from major metropolitan areas should make travelers aware that they have arrived in Lampasas, and direct them to major destinations, like the Visitor's Center and Hancock Springs Free Flow Pool. Current signage is helpful in this regard, but the wide variety of sizes and design characteristics do not communicate a coherent identity to passersby. Lampasas' public art program may be a great opportunity to share the City's culture with passers-by and incorporate distinct features that help to differentiate Lampasas from surrounding communities.

### Action 1.1.4

**Encourage the development of new retail and entertainment uses that provide residents the services they need without having to leave the City limits.** To put this recommendation in context, over 70% of survey respondents indicated they would like to see more sit-down restaurants in Lampasas, with an additional 52% expressing interest in brew pubs or themed restaurants specifically. Nearly half of Lampasas residents would like to see more options to shop for clothing in the City. One of the City's best strategies for attracting a greater variety of retail and entertainment uses to Lampasas is to support the Lampasas Economic Development Corporation in their efforts to diversify the local economy by providing opportunities and support of retail and hospitality based businesses. The Corporation actively reaches out to recruit larger businesses and coordinate the application process for local and state relocation incentives. Providing restaurants and retailers with potential sites with high visibility and easy access from highly travelled routes may provide a needed incentive. Larger chain businesses have very strict formulas that govern location, however. Because Lampasas is a relatively small retail market with several vacant buildings and parcels downtown, partnerships with the Courtyard Square Association, the Chamber of Commerce, LAFTA and Vision! to coordinate short-term, event-based projects like pop-up parks and open streets initiatives can complement the recruitment efforts for larger businesses, while continuing to attract entrepreneurs willing to invest in creating a nightlife and entertainment district downtown.

### Action 1.1.5

**Focus corporate recruiting efforts on employers seeking more highly skilled labor and offering higher paying jobs.** In a job market that increasingly requires employees with specialized skills and a high proficiency with technology, there are several steps that Lampasas can take to begin attracting higher paying jobs. The first step is to continue to support the City's efforts to promote and help secure reliable high-speed internet access. Most higher paying employers require steady access to the internet to improve productivity, efficiency, and reliability of both their employees and equipment. Financial transactions via wire transfer, credit and debit cards break down when there is an interruption in service.

Based on commuting patterns identified in the preparation of this comprehensive plan, there may also be a mismatch between the skills of Lampasas residents and the jobs offered in the City. Over 73% of the City's working residents commute to employment outside of Lampasas. To achieve a better balance, the City may benefit from identifying specialized skill sets offered by Lampasas residents and basing recruiting efforts off of these skills. It may also be beneficial to work with the Lampasas County Higher Education Center to offer residents additional training and certifications to meet the demands of the labor market.

### Action 1.1.6

**Provide for orderly growth by Integrating the City's CIP and Utility Master Plans.** Lampasas already works to ensure that future capital improvements and utility expansions are integrated in the annual CIP budgeting process. This Comprehensive Plan includes a projection of the most promising areas for future growth. To be prepared to meet that growth, the City can begin to align utility expansion, particularly of its water service, to anticipated demand for new housing and commercial activities in future growth areas.



The development of the Lampasas Business Park will offer more highly skilled labor and higher paying jobs for the Lampasas community.

## Objective 1.2

**Maintain open, transparent, and responsive relationships between City Hall and the citizens of Lampasas to clearly communicate the City's plans and how it will use its resources to achieve them.**

### Action 1.2.1

**Expand the City's community outreach and engagement strategy to continue fostering dialogue, building community trust and encouraging informed civic participation.** Over 50% of survey respondents indicated that Lampasas does an excellent or very good job of communicating with its citizens regularly, via its monthly newsletter, the City Manager's radio show and the City's social media sites. To ensure that the City is increasingly available and open to listen to what the public needs and wants, the focus should be on creating an open dialogue that allows citizens to feel comfortable expressing their needs and developing a cooperative approach toward resolving conflicts. The Lampasas Police Department provides several successful models of community engagement including its Citizens Police Academy and Digital Neighborhood Watch, in addition to sponsoring community-wide events like National Night Out. As the Town considers its options, it will also be useful to review methods for non-traditional community engagement that can reach members of the community that do not always participate in current engagement formats.

Additional strategies that Lampasas might explore to engage a higher percentage of its citizens include offering a Government 101 course that encourages civic participation and draws upon the lessons of the Citizens Police Academy. It may also be useful to establish a Citizen Leadership Academy at Lampasas High School which may increase parental engagement as their kids learn the ins and outs of government together. Finally, to support City staff, it is important to recognize that effective public engagement may require training on effective community engagement practices and flexibility to allow staff to support these efforts during evening and weekend hours.

### Action 1.2.2

**Utilize the Lampasas Master Plan as an integral part of critical city decision-making processes.** Develop processes to help the City achieve the goals it sets out for itself in the Comprehensive Plan. This can include routine practices such as using the Future Land Use Map to guide the rezoning recommendations of the Planning and Zoning Commission. The Master Thoroughfare Plan can assist the City with establishing the timing and location of capital improvements such as street repairs and drainage improvements. Financial decisions made during the annual budgeting process can be based upon priorities for action identified in the Comprehensive Plan. As a single unifying document that touches upon all of the services the City provides for its citizens, the Comprehensive Plan provides a roadmap for future policy and investment decisions.

### Action 1.2.3

**Develop specific benchmarking performance measures for each Master Plan element and share how the City's tax revenues are being used to support implementation on a yearly basis.** As a part of their work program, the Planning and Zoning Commission should prepare an annual report for submittal and discussion with the City Council. Status of implementation of the Comprehensive Plan should be included in these annual reports. Important actions and accomplishments in the past year should be recognized, in addition to identification and recommendations for actions, programs or amendments to be created and implemented in the coming year. This should be coordinated with the City's yearly budget development process so that the recommendations will be available early in the budgeting process.

### Objective 1.3

#### Revitalize and enhance the character of Lampasas' historic areas and enhance the character of the City's established neighborhoods

##### Action 1.3.1

**Identify opportunities to add new activity and investment by introducing mixed-use and live-work units in Downtown and surrounding neighborhoods.** In order to enliven Downtown and create a market for businesses that wish to stay open beyond the traditional workday, it is important to create new opportunities for people to live and work Downtown. Although participants in the Downtown Stakeholders Group and the Open House expressed support for these uses, the current zoning does not offer a mixed-use category. There are a number of configurations that would be appropriate in these neighborhoods, including apartments over retail Downtown and conversion of historic homes and into professional offices. As Lampasas undertakes the review and revision of its land use ordinances, it could begin to fill this need by creating a zoning category that focuses more on form and character of the building than a prescriptive land use centered approach.

##### Action 1.3.2

**Develop a plan to increase heritage tourism to the City's historic sites.** Heritage tourism in Texas is a \$7.3 billion dollar industry and accounts for more than 10.5 percent of all travel in the state. While the City's courthouse square and historic downtown are a draw for history buffs, Lampasas also offers travelers unique ways to experience history. The Hancock Park Free Flow Pool provides travelers a chance relive the experience of past generations while bathing in its healing waters. The Texas Historical Commission's Hill Country Trail makes three stops in Lampasas, inviting travelers to explore the Pool, the Keystone Museum and the nearby vineyards. Particularly in the short term, as the COVID-19 pandemic affects the economy and limits long-distance travel, more people will be likely to seek travel experiences closer to home that connect them to local culture and history.

The City of Lampasas has several potential partners who can assist with the development of a strategy to attract heritage tourists. Civic organizations that support historic preservation and renovation, such as Courtyard Square Association, the Lampasas Historical Commission and Vision! Lampasas can work with the Chamber of Commerce and the Lampasas Economic Development Corporation (LEDC) to assist the City with the development of interpretive features, driving and walking tours and incentives for property rehabilitation to make Lampasas an even more attractive destination.

##### Action 1.3.3

**Make the Key Avenue corridor an attractive destination where new commercial development provides needed services while enhancing the community's character.** On Key Avenue, Lampasas residents and out-of-town visitors come together. However, this high-speed corridor offers little to communicate Lampasas' unique identity, or to entice people to linger at destinations along the corridor. Tactical improvements to Key Avenue could be made by coordinating with area property owners to improve their landscaping and visual appearance. Some communities foster healthy competition between businesses by holding contests for best landscaping, or even providing regulatory or financial incentives for improvements. Continued city support for efforts by the EDC and Chamber of Commerce to enhance the district's identity might include activities such as posting seasonal banners on the corridor's street lights and activating the facades of vacant buildings through temporary murals and window displays.

In the longer term, Key Avenue will benefit from an in-depth look at how current zoning and subdivision standards meet the present day demands of this corridor. The Future Land Use plan indicates that updated development regulations are needed to meet community preferences for entertainment, retail and restaurant uses on Key Avenue. As many of the uses residents would like to see are not compatible with the parcels available for development, it may be productive for the City to investigate opportunities to consolidate parcels and relocate utilities to create new development sites that meet these demands.

#### Action 1.3.4

**Strengthen enforcement and incentives throughout the City to maintain the quality of neighborhood character and renovate older structures in disrepair.**

To maintain the quality of Lampasas' neighborhoods, commercial districts and building stock, additional investment is needed in code enforcement. The City may need to hire an additional certified building code inspector to investigate violations and enforce regulations in a timely manner. Increasing the focus on code inspection and enforcement can improve the appearance of neighborhoods. Factors such as poor exterior maintenance of structures, overgrown vegetation and the improper use of a structure and its grounds can have a negative effect on surrounding property values. Code inspectors can also address emergency provisions related to fire safety.

Because the upkeep of older and historic structures is challenging, the City may also consider offering incentives for those who invest in the upkeep of their properties. Programs like the City of Arlington, Texas' Home Improvement Incentive Program, for example, provide property tax benefits for home improvements. Eligible property owners must be current on all city taxes and fees and complete the remodeling project within 24 months of approval. Successful applicants in a program such as this can receive a tax rebate on the value of their property tax increase for the related improvements.

FIGURE 5.2, CURB EXTENSIONS BULB-OUTS



## ELEMENT 2: UPDATING INFRASTRUCTURE AND CRITICAL SERVICES

### GOAL 2

Make Lampasas a growth-ready community by providing the infrastructure required to support a 21st century economy.

#### Objective 2.1

Provide reliable high-speed internet service for the whole community.

#### Action 2.1.1

**Work with regional telecommunications providers to identify opportunities to provide reasonably priced high-speed internet service for Lampasas homes and businesses.** In response to overwhelming economic development and quality of life concerns voiced by the community, Lampasas has dedicated its efforts to finding internet service providers (ISP) to expand the City's access to high speed internet. After evaluating federal grant opportunities that would support the extension of internet service, the City determined that achieving this goal through the private sector is a viable and preferable option and is currently working with two ISPs to offer these services to its citizens. As this service is a top priority for the community, affecting the location decisions of businesses and potential homeowners, it will be important to evaluate the speed, quality, price coverage, levels of service and deployment of these services on an annual basis to determine if this critical need is being met.

#### Action 2.1.2

**Analyze potential for Lampasas to serve as a telecommuting hub for residents who wish to live a family-oriented lifestyle centered in Lampasas.** As Austin and other surrounding cities become increasingly crowded and plagued by traffic and long commutes, the small-town family atmosphere of Lampasas is becoming more attractive as a way of life. Home builders in the City are already considering floor plans with home offices that allow residents to telecommute. As high-speed internet service becomes more widely available, Lampasas would benefit from convening a focus group or sending a survey to housing developers to understand how current land use regulations could contribute toward meeting that market demand. As reliable internet service does become more widely available, the City might also explore ways to make telecommuting even more attractive, providing public locations like City Hall and the Library and other downtown hubs with free WiFi and videoconferencing rooms available for a small fee. Local business owners may also be encouraged to create co-working spaces, which in turn could create new customer bases for local cafes, printers, and other businesses. Shuttles to nearby communities may serve to make Lampasas even more marketable to telecommuters. The Lampasas Airport should also be explored as an asset for business travelers who may choose to commute via private or chartered aircraft and may also serve as a hub for travelers who need access to public WiFi.

## Objective 2.2

Improve the condition and character of local streets and sidewalks.

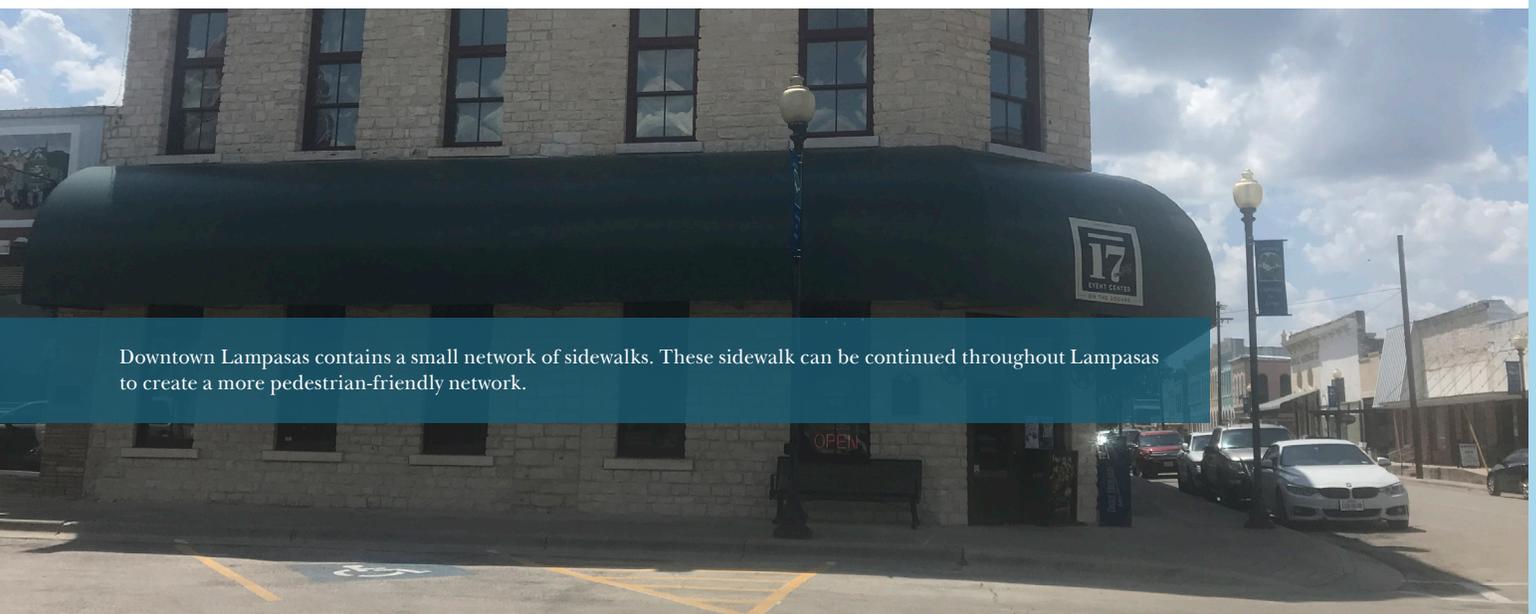
### Action 2.2.1

**Continue to develop a phased program of street repairs and improvements that incorporates public input and aligns with the CIP.** Citizens expressed a strong need to improve the quality and character of local streets, citing problems with uneven pavement, potholes and drainage, among other factors. While this is not unusual in older communities such as Lampasas, many communities who make investments in well maintained streets that encourage pedestrian activity find it attracts new investment. Poorly maintained streets can bring down property value and discourage economic development. Although addressing deferred maintenance of street repairs is a challenging task, the City stated that it does maintain a schedule for repairs tied to its capital improvements plan.

The adoption of the Comprehensive Plan offers the City an opportunity to ensure that areas for future development align with the schedule for street improvements. Once it is determined that these improvements are scheduled at the appropriate pace and in the right locations, it is important to continue supporting these improvements with adequate budget allocations each year.

### Action 2.2.2

**Assess the location of City sidewalks and determine where opportunities exist to expand the pedestrian network.** Many communities find that unused street rights-of-way offer new opportunities to incorporate pedestrian uses in their public streets. Roads are often wider than warranted for traffic volume, and street parking may be consuming area that could better serve bicyclists and pedestrians. The adoption of a Complete Streets policy that looks at how pedestrians, bicyclists, and wheelchair or walker users can also use the local streets network safely. By commonly accepted standards for walkability, Lampasas is an ideal community to get around by foot. Pedestrians could cross town on 4th Avenue from Key Avenue to Hackberry Street in less than half a mile. Students from Lampasas Middle School could reach the Hancock Park Pool in just over one-third of a mile. Several community members indicated that while the scale of Lampasas is ideal for walkability, they do not feel safe walking to most destinations. When streets are improved, having a Complete Street policy in place can help the City prioritize trail and sidewalk improvements as part of street improvement or redevelopment projects. Participants in the City's open house indicated that special priority should be placed on areas with students walking to school and neighborhoods where seniors may have limited mobility.



Downtown Lampasas contains a small network of sidewalks. These sidewalk can be continued throughout Lampasas to create a more pedestrian-friendly network.

### Action 2.2.3

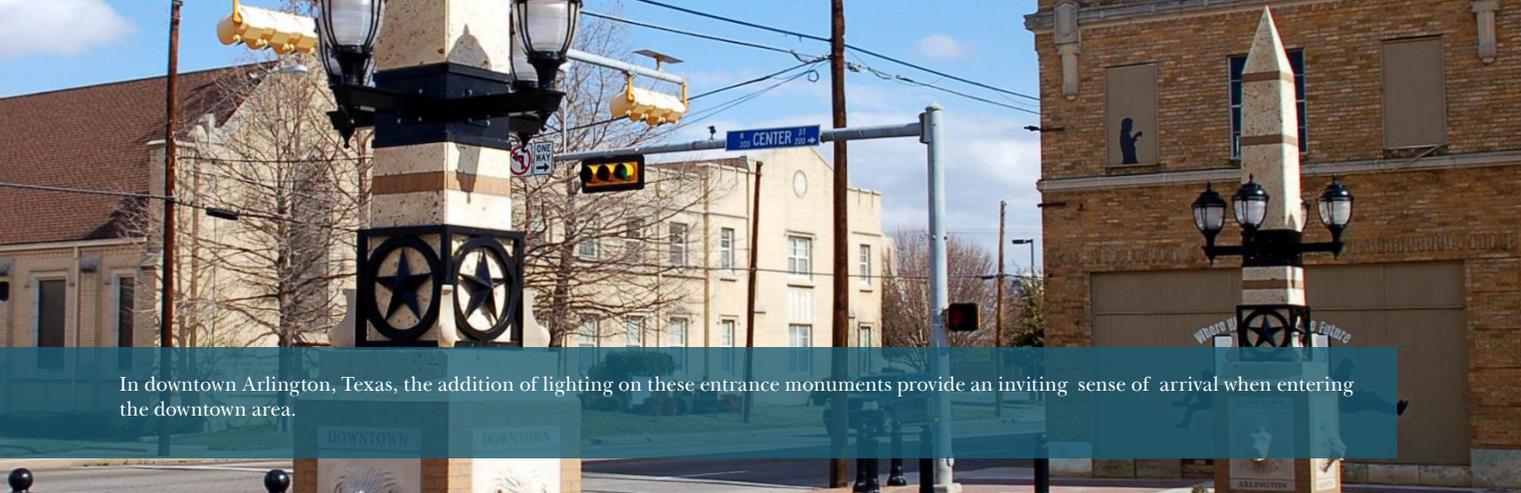
**Enhance the appearance of local streets with design guidelines for landscaping, lighting and accessibility.** During the public participation process, residents expressed particular interest in improving the pedestrian environments associated with Lampasas streets. While sidewalks are an important part of this equation, creating pedestrian environments that encourage people to walk can help ensure that those sidewalks are used. Landscape improvements like street trees and planted areas provide a buffer from automobile traffic and a shade canopy for the hot Lampasas summers. Lighting increases roadway safety at night for both cars and pedestrians, while providing the additional benefit of enhanced security for home and property owners. Benches, planters and trash receptacles can create an inviting and functional walkway that encourages foot traffic to local businesses. All street improvements should incorporate appropriate slopes and navigational considerations for accessibility. Taken together, these elements comprise what is known as the streetscape. Adopting design guidelines for both the rehabilitation of existing streets and the establishment of streets in new areas of town can improve the curb appeal of Lampasas and make it a more welcoming and attractive place to live and work.

### Action 2.2.4

**Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Lampasas.** Gateways promote a sense of community identity that could capture the attention of the thousands of motorists passing through Lampasas each day. The Comprehensive Plan Advisory Committee identified five potential “Community Gateway” locations where public art, landscaping, monument signage, and special lighting might be installed to convey the character of Lampasas, creating a sense of arrival in the community. Gateways with the most traffic and highest visibility are appropriate for primary gateways, lower traffic roads may benefit from secondary gateways. A downtown gateway could potentially serve to draw people into the City’s historic district.

- Primary Gateways:
  - » U.S. Highway 281 southbound at the Lampasas Airport
  - » U.S. Highway 281 northbound at CR 4016
  - » U.S. Highway 190 westbound at CR 3010
  - » U.S. Highway 183 northbound at CR 4034
  - » U.S. Highway 183/190 southbound at CR 1045
- Secondary Gateways:
  - » Texas FM 580 eastbound at the Sports Complex
  - » Texas FM 580 westbound at White Street
  - » Texas FM 1478 (Naruna Road) eastbound at Diamond Ridge subdivision
- Downtown Gateway:
  - » East Third Street eastbound at Chestnut
  - » East Fourth Street (Loop 257) westbound at Taylor
  - » Western Street northbound at U.S. 190
  - » East North Avenue eastbound at Chestnut

Primary gateways are located next to the City boundary and are the ingress points from the major corridors, such as U.S. Highways 281, 183 and 190. These gateways



In downtown Arlington, Texas, the addition of lighting on these entrance monuments provide an inviting sense of arrival when entering the downtown area.

could be designed as part of a coherent theme with entrances with high quality and highly visible signage, requiring relatively low-maintenance landscaping. Building on the City's successes with its public art program, public art installments are appropriate to incorporate. Monument signs at these locations should be uniform, while the rest of the installment elements should be done in a manner that is most suitable for the space available.

Secondary gateways are located along smaller arterial roads. This distinction is not intended to understate their role in the promotion of City identity and pride, but to match the scale of the roadway where they are located. Design elements for entry into the City should use similar materials and landscaping at a reduced scale.

If Lampasas chose to invest in a Downtown gateway, it should have an architectural form and design that reflects the City's historic features. Signage directing the traveling public to Downtown could be located on adjacent corridors at Key Avenue, and U.S. 190. The intersection of Third Avenue and Main Street is a good potential location given existing traffic patterns and points of entry to Court Yard Square.

Community gateways should be located on City-owned property and in City rights-of-way where possible, provided there is the room to accommodate them. Proper maintenance will ensure the longevity of these features. Wherever gateway elements are to be located, they should be highly visible and placed in context with their surroundings. Consideration of gateways and associated elements should be integrated into the Capital Improvements Program Committee process. **Action 2.2.5**

### **Consider incorporating wayfinding signage at key points around the City.**

Wayfinding refers to information and signage systems intended to guide people and to enhance their experience of navigating through a city. It can be an important economic development tool in that it allows cities to compete more effectively with surrounding communities for tourist and visitor dollars. Wayfinding signage gives visitors the tools they need to help them to discover unique events, attractions, and destinations on their own. As a growing destination for day travelers and overnight tourists, Lampasas should consider a comprehensive wayfinding signage system with prominent signage that directs visitors to important landmarks and key destinations such as the Lampasas County Visitor's Center, Downtown, City Hall, the Hancock Free Flow Pool, the Hanna Springs Sculpture Garden and the City's other parks and attractions.



For both residents and visitors, wayfinding is important to inform bicyclist of routes throughout Lampasas as they navigate the community.

### Objective 2.3

**Continue to pursue water and wastewater improvements to ensure an efficient and sustainable infrastructure system for the future.**

#### Action 2.3.1

**Improve service and prepare for growth by investing in upgrades to the City's water pressure planes.** In several areas of town with relatively recent development as well as potential for new growth, water utility customers complain that low pressure affects their daily water use at home and in landscape irrigation. The western pressure plane, and specifically the Sunrise Hills and Fawn Acres subdivisions, and the area along C.R. 3420 were frequently cited as needing improvements of this nature. The Public Works Department anticipates that secondary elevated storage and potentially additional pump stations will be needed to improve service in the city's western pressure plane. These improvements appear to be relatively high priority because fluctuations in pressure mean that residents do not always have the volume of water they need for daily activities, such as hygiene, maintenance and landscaping. Improving water pressure in all areas of the City will also improve safety in the event of a fire.

#### Action 2.3.2

**Develop a comprehensive water / wastewater master plan to help identify long-term water and wastewater infrastructure needs.** Lampasas is undertaking several short-term water and wastewater improvements to prepare for future growth and demand. The City has already begun a water pressure plane analysis and will soon embark on an engineering study to implement the recommendations of that study. The ongoing capacity analysis of the City's sewer treatment plant and the Ajinomoto pretreatment plant will ensure that these services are functioning to the appropriate Level of Service (LOS).

Consider the creation of a Water/Wastewater Master Plan to determine future water and wastewater needs as the City continues to build out. A master plan will look at all aspects of these services and will give City leaders direction on future goals and improvements that need to be made in the current system to stay ahead of the demands of population growth.

#### Action 2.3.3

**Evaluate and anticipate needed extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent with the City's growth and annexation program.** Providing a drinking water supply, with adequate pressure for distribution, is a precursor to new growth and development. The City's Comprehensive Plan Advisory Committee indicated that highway corridors for U.S. 190, 183 and 281 to the south and southeast are likely areas of growth for residential and commercial development. The industrially zoned areas near the airport

on U.S. 281's southbound approach to town and the Business Park location on U.S. 183 are areas where growth would require water service adequate for commercial or industrial demands. In these areas, particularly where they are served with highways that could support a more intensive pattern of development, the City should examine the feasibility of expanding the CCN to support new growth. Any expansion of the Water CCN should evaluate current and proposed utility rates to ensure adequate cost recovery.

Although the LEDC has extended water and sewer services to the Business Park on South U.S. 183, additional support and funding options will need to be investigated for extensions to individual sites in the most marketable portions of the park. Extending water service throughout the site's challenging topography may be economically prohibitive without cost-sharing from tenants, such as paying for the connection to their individual site.

#### Action 2.3.4

**Annually evaluate and modify necessary utility rates and fees to ensure economically sustainable continuation of operations.** To ensure adequate electric, water, wastewater utility operating fees, and impact fees the City should continue to periodically evaluate and modify utility rates and fees to avoid the necessity for large increases and to ensure sufficient revenues for operation, maintenance, capital improvements and debt service. As development accelerates, Lampasas may benefit from using impact fees to offset the expenses of providing services to new development. There are a number of capital expenses and staffing increases identified for water and wastewater alone. Incremental cost increases should be tied to improved service and quicker repair times in order to ensure that they are more readily accepted by the utility customers.

#### Action 2.3.5

**Evaluate the need to increase the number of staff in the Public Works**

**Department.** Public Works Department has indicated that they need a minimum of five extra staff people to support water and wastewater services. The evaluation of this ongoing expense can be considered independently or as a part of the City's Water-Wastewater Master Plan.

### Objective 2.4

**Make Lampasas more resilient to future flooding with a program of improvements that will reduce the potential impact of future flood events on life and property.**

#### Action 2.4.1

**Continue to fund WCID to strengthen the City's flood protection system.** From 1958 through 1961 the United States Department of Agriculture's Soil Conservation Service (now USDA-NRCS) funded design and construction of nine (9) flood control dams which have successfully managed the effects of repeated flash flooding in the Sulphur and Bureson Creek basins. Catastrophic floods occurred in 1873, 1936, 1944 and 1957. At the time of construction, the Federal Government intended for local sponsors such as State Soil and Water Conservation Districts, cities, counties, water control improvement districts (WCID), river authorities, and other special purpose districts to take responsibility for their operation and maintenance.

While only three of the dams protecting Lampasas were originally constructed to meet high hazard classification standards, the Texas Commission on Environmental Quality (TCEQ) and the NRCS now consider five additional dams in need of upgrade to high hazard standards. This classification is a result of additional development/population downstream of the dams. Because of the complexity and cost of the upgrade process,

the City of Lampasas should support a multi-year implementation and funding program that prioritizes dam improvements according to their potential to protect populations, infrastructure and commercial properties downstream.

#### Action 2.4.2

**Identify a funding source to rehab and upgrade the flood control dams in the Sulphur Creek watershed that protect the City of Lampasas.** These dams, which are operated and maintained by the Lampasas County Water Control and Improvement District No.1 (WCID), form a critical link in the City's floodplain protection system. In 2019, the Texas Legislature passed funding to support flood control projects throughout the State. This funding is currently available to the Lampasas County WCID through the Texas State Soil and Water Conservation Board to upgrade dam infrastructure. The WCID has identified and applied for funding to upgrade the highest priority dam serving Lampasas to high hazard standards. However, matching funds are required. If the WCID, City and County are unable to provide a match equivalent to 1.75% of the cost of renovation within the next two to three years, the region could lose access to millions of dollars in State aid for a repair that will eventually have to be completed.

As the WCID establishes a plan and schedule to complete the remaining dam upgrades in the coming years, it will be important to stay abreast of state and federal sources of funds, such as the programs provided by the Texas Water Development Board (TWDB). It will also be important to establish a reliable local source of funds to match the grants available from the state through fees, General Fund allocations or the establishment of a WCID taxing district.

#### Action 2.4.3

**Develop a comprehensive Drainage Master Plan for Lampasas.** At multiple points in the public engagement process, citizens indicated that stormwater drainage is a growing area of concern. Responses to questionnaires sent to City staff indicated that keeping streets clear and dry is an ongoing challenge, particularly given the lack of existing stormwater infrastructure in Lampasas. In the Stakeholder meetings and Open House held in the initial stages of the Comprehensive Planning process, several members of the public indicated that the City's existing drainage network is inadequate to manage moderate to heavy rainfall, such as the heavy downpours associated with a 10-year or 25-year storm. The northeastern quadrant of the City, where a number of creeks converge, was one area that appeared to experience frequent street flooding. Although Lampasas is not projected to see the dramatic increases in rainfall volume that the NOAA Atlas 14 study projects for much of Texas, the August 2015 and October 2016 floods that deluged much of Central Texas tripled the City's expected monthly rainfall totals.

As the population of Lampasas continues to increase, a comprehensive drainage master plan should identify flooding and drainage issues on a Citywide basis and develop an approach to prioritize and address these problems. At a minimum, the study area should include the City limits and surrounding ETJ. The study should also evaluate existing stormwater infrastructure, erosion issues that could undermine the banks of City's creeks and could address water quality challenges such as hydrilla overgrowth. The drainage master plan would identify capital improvement projects to these problems. These recommendations prepared through the Drainage Master Plan can be used to incorporate a strategic plan for investments in the City's Capital Improvement Plan.

Funding for a drainage master plan may be available through the Flood Mitigation Assistance Grant Program of the Federal Emergency Management Agency (FEMA) or the Texas Water Development Board, both of which offer financial assistance to communities for projects and planning that reduce long-term risk of flooding.

#### Action 2.4.4

**Evaluate potential modifications to the City's drainage criteria due to recent changes in rainfall and draft and adopt a drainage manual.** Establish consistent drainage criteria through the adoption of local ordinances and prepare a drainage criteria manual for the development community that takes into account recent changes to the frequency of rainfall depths. Citizens indicated that a number of areas of the City are prone to flooding even during 10- and 25- year storms, and that road overtopping is a frequent event in areas like Naruna Road, Brown Street, Western Street and East Fifth Street. FEMA is in the process of updating its Base Level Elevation (BLE) maps in Lampasas County, and studies indicate that there may be a slightly increased flood risk in the City's creek corridors. This is even true during more frequently occurring storms which are not included in FEMA 100-year floodplain maps. Throughout Central Texas, many communities have begun requiring developers to use a range of techniques to manage water onsite, rather than discharging it downstream. As Lampasas considers its options in this regard, the City of Boerne offers one regional example of how new drainage criteria might mitigate flooding concerns through local ordinances.

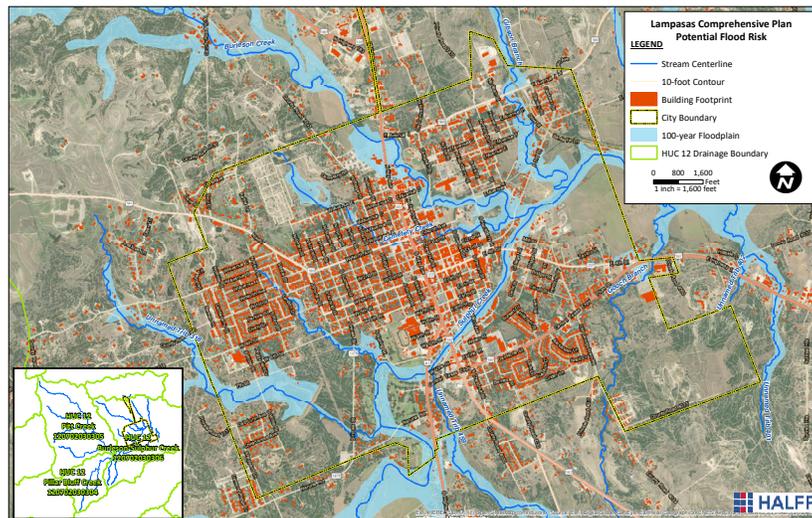
#### Action 2.4.5

**Identify corridors along the City's network of wet and dry creeks where drainage and flood control can be combined with recreational improvements.**

Lampasas was founded on the shores of Sulphur Creek. During the comprehensive planning process, citizens expressed an interest in strengthening the community's identity through reconnecting citizens to its waters. This goal can provide a dual benefit. By extending the network of trails located along Sulphur and even Burleson Creeks, the City can provide a buffer against future floodwaters as well as an amenity to attract residents and visitors. Shared-use pathways along the banks of the City's creeks can reconnect multiple points of interest, including the Hancock Free Flow Pool, Downtown and Campbell Park. A fully built out trail network along the banks of the creeks could serve important recreational and transportation functions. The easy grade, scenic interest, and minimal road crossings available along the creek corridors could improve mobility for pedestrians, cyclists and even wheelchair and scooter users of all ages.

To ensure this land is available for flood protection and trails development, updates to the city's land use regulations could include enhanced setbacks from Sulphur and Burleson Creeks and flexibility in the site planning and subdivision process to offer greater protection of natural resources. As FEMA and the State provide new information with respect to flood risk, Lampasas can use this occasion to consider

MAP 5.1, POTENTIAL FLOOD RISK





W.M. Brook Park is located along the south side of Sulphur Creek. This major drainageway runs through the center of Lampasas.

where increased stream setbacks would provide better flood protection for homes and businesses, and how floodplain mitigation improvements might be combined with the long-term objective of providing public access to the Creeks.

#### Action 2.4.6

**Develop opportunities to utilize parkland for regional drainage.** As Texas cities expand outward, they pave over agricultural fields and ranchland, making the land less permeable and more prone to flooding. Rainwater drains quickly off of paved surfaces like highways and parking lots, leading to rapid accumulation in swales and creeks. Although many of Lampasas' creek beds are dry much of the year, they extend their fingers throughout the City. The City's floodplain, therefore, extends far beyond the boundaries of its better known waterways. When these urbanized streams experience flash flooding, the result can be severe scouring and erosion of the banks of the creeks, as well as resulting damage to property and native habitats.

Since Lampasas has limited drainage infrastructure, park properties that border or surround these waterways may be some of the most effective tools to direct, capture and slow rainfall. Holding and slowing water creates the additional benefit of releasing cleaner water downstream. With approximately 17% of the City's land dedicated to parks, City parkland can act as a sponge to mitigate the impact of rainfall on surrounding properties and downstream. As the City develops its Master Drainage plan, the analysis should examine opportunities to combine stormwater management with water and landscape amenities.

#### Action 2.4.7

**Discourage new development in flood-prone areas.** As the City limits of Lampasas are relatively compact, growth pressures are likely to increase on all available parcels in the City, even areas where flooding is likely to occur. To reduce risk to new development, a revised floodplain management ordinance can address these issues, provide limitations on the type of new development that can occur in the FEMA floodplain and other high-risk areas. Modifications to the subdivision ordinance can provide for flexibility in site layout to remove a greater number of parcels from risk.

## ELEMENT 3: LAND USE & DEVELOPMENT

### GOAL 3

Expand opportunities for high-quality growth in Lampasas, while preserving the small-town character and distinct natural resources of the community.

#### Objective 3.1

Evaluate land use regulations to ensure quality development outcomes in Lampasas.

#### Action 3.1.1

**Undertake a comprehensive analysis of the City's zoning, subdivision, and other land use regulations, and consider opportunities for improvements to provide more consistency, clarity, and compatibility with existing uses.** The Comprehensive Planning Process identified a number of areas where the current zoning ordinance is both inconsistent with existing land use conditions and incompatible with current goals for development. Lampasas should evaluate opportunities to modify the zoning, subdivision ordinances, as well as other development regulations to encourage a higher quality of development. The analysis can also serve to identify provisions in the code that may be too restrictive, redundant or difficult to enforce. This comprehensive analysis of the City's existing regulations can then be followed by recommendations of how to ensure the regulations support the quality and character of development envisioned by the community. Issues flagged as high priorities to address include determining appropriate locations for the development of mixed-uses, encouraging a wider variety of housing types, facilitating new areas for commercial development and increasing protection of creek corridors. It will be necessary to balance the regulations adopted with concerns regarding additional cost and time to the development process.

The first step should include a review of the City's existing zoning, subdivision, and other development related regulations for conformance with the strategic directions of this Master Plan. This could include the development of a memorandum to identify inconsistencies between plan and code, items for procedural or substantive update, and recommended next steps.

#### Action 3.1.2

**Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Comprehensive Plan and improve the quality and character of the built environment.** To improve design criteria and the built environment over time, an update to the City's zoning, subdivision, and development regulations will be needed. Each future land use classification described in Chapter 4 contains recommendations intended to improve the quality and character of development in the City. The proposed recommendations are intended to restructure the City's zoning districts to base them on the quality and character of development, rather than predominantly by their permitted land uses. As such, it is recommended that the City follow up with a comprehensive update to the zoning regulations found in Ordinance 878, Zoning Ordinance of the City's Code of Ordinances. The process of updating the City's zoning should include review and modification of permitted, limited, and conditional use lists, site development regulations, and other applicable development regulations. The update could also include a restructuring of the existing regulations to improve readability and usability.

**Action 3.1.3**

**Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in each neighborhood.** Encourage the development of a wider variety of housing types at varying price points to offer “life cycle” housing and achieve a broader housing and income mix across the City. In a community like Lampasas, where multiple generations of a family often express the desire to return to the community where they were raised, mixed-income and mixed-housing type neighborhoods can strengthen the social capital of the area. Indeed, many of our older communities were developed this way and today are being recognized as some of the most vibrant and coveted places to live. It was not until the advent of zoning and the mass proliferation of tract-style subdivision housing that every housing type and price point was separated into their own neighborhood. The housing types that were left out are often referred to as the “Missing Middle”, which can include homes on smaller lots, duplexes, fourplexes, townhomes and modestly sized apartments. Some communities allow developers to configure lots as the market demands by establishing an average, in conjunction with a minimum, lot size whereby lot sizes are required to vary in width with a certain percentage being narrower or wider than the average. Other options to expand housing types include providing locations where “Mother in Law” or Accessory Units, can house a family member or a tenant; where two and four family structures are permitted and where townhomes can provide an alternative ownership option. One housing model that is becoming increasingly popular is the “cottage neighborhood”, which offers a scaled down version of a master planned community, with small footprint homes with commonly owned and maintained grounds. These subdivisions are often targeted toward downsizing homeowners.

**Action 3.1.4**

**Consider developing a quick reference guide which clearly specifies the development, zoning and annexation process for citizens and the development community.** In a growing community like Lampasas, planning staff has the daunting task of orienting each new developer to the City’s development process, rules and regulations. Presenting them with a clear, consistent set of guidelines minimizes staff time devoted to this task and protects neighbors by ensuring that new development follows the rules. A quick reference guide for property owners and developers can serve to walk them through the steps of zoning and subdivision procedures, instruct them on the documents required when submitting an application and provide an approximate timeline for completion. Copies of relevant forms can be included or linked to the guide for easy reference, and to minimize staff time devoted to answering administrative inquiries.

**Action 3.1.5**

**Maintain a consistent process for codifying adopted City ordinances, and effectively communicate that process to the public.** The City’s process of codifying adopted City ordinances includes maintaining a hard copy of the City Zoning map in the Planning Department office and sending quarterly updates to Municode to provide citizens and developers with online access. It is important to consider that the pace of updates may need to speed up as more developers express an interest in the City. Staff should continue to communicate this process to citizens and developers alike, and to emphasize that they must check in both locations before proceeding with design and construction. Encouraging applicants to participate in a pre-development meeting can help ensure that all new development projects comply with the property’s current legal requirements, while ensuring that all are aware that they need to be following the same rules.

### Objective 3.2

**Utilize the Lampasas Future Land Use Plan in conjunction with the rezoning process to create new opportunities for growth that enhance the character of the City, while protecting its natural resources.**

#### Action 3.2.1

**Identify opportunities for mixed-use activities and higher density residential uses in transitional residential areas near downtown and Silk-Stocking Row and review and amend the zoning regulations to facilitate these activities.** There is a growing market demand and lack of supply for small-town living in and near Central Texas downtowns. As such, the City should continue to identify opportunities to add urban-character residential units (e.g., mixed-use lofts, townhomes, live-work units, multifamily) for providing more opportunities for living near Downtown. This may also be appropriate for the nearby Silk Stocking Row, which is located across Key Avenue between 3rd and 5th Streets from Ridge to Summer Streets and the East 4th Street neighborhood near Georgetown Road. Topics to include may be the identification of desirable lot sizes and the appropriate alternatives to meet a “missing middle” housing market. Historic homes in both areas also represent an opportunity for professional service providers looking for a unique and welcoming office environment for their clients. Permitting revenue generating uses in historic properties may also increase the likelihood that they will be carefully restored to their former condition. Bringing new residents and businesses into these neighborhoods would strengthen the market for Downtown businesses and support the creation of the 24-7 district that the City has identified to be a priority.

#### Action 3.2.2

**Consider developing character and context-sensitive street cross-sections as part of the next update to the City’s Thoroughfare Master Plan.** Citizens identified improving the City’s roadways, from their pedestrian environment to their maintenance condition, as a top priority during both the survey and the open house. This presents an opportunity for the City to re-envision how they would like their roadways to look and feel. In fact, roadways can have similar functional classifications but look and feel entirely different. An arterial roadway in Lampasas’ ETJ may be a two-lane roadway with wide shoulders, open bar ditches, and no sidewalks. In downtown Lampasas, it might still be a two-lane roadway, but would have curb and gutter and pedestrian amenities. Since roadways play such an important role in an area’s character and quality of development, it is recommended that the City consider adopting context-sensitive street cross-sections based on surrounding uses during the next update to the City’s Master Thoroughfare Plan.

#### Action 3.2.3

**Evaluate modifications to the City’s development ordinances to establish stream setbacks and incorporate low impact development measures as part of new development near waterways.** It is becoming common practice for communities in Central Texas to protect their creeks and streams from the impact of new development through a required setback from the creek’s centerline and the introduction of vegetative practices as a low-cost, attractive buffer to improve the health and habitat of the waterway. Stream setbacks and green stormwater management techniques, also known as Low Impact Development measures, can improve water quality while also serving to reduce streambank erosion and sedimentation that may lower the channel’s effectiveness at conveying water downstream. With Sulphur, Cemetery and Burleson Creeks all traversing the City, the adoption of these types of techniques will also strengthen the City’s floodplain management program by moving new development further from the areas of highest risk. Lampasas may find regulatory guidance for these

techniques in communities like Boerne and Cibolo, who have modified their Floodplain Management ordinances to incorporate setback requirements and low impact development measures based on the classification of the stream.

#### Action 3.2.4

**Evaluate opportunities to incentivize further protection of sensitive natural resources (e.g., steep slopes, mature trees) through the City’s zoning, subdivision, and other development regulations.** One of the most frequently cited benefits to living in Lampasas during the survey and Open House was the City’s rich natural environment. To protect the City’s natural assets, which include local creeks, parks, trees and even forested areas, Lampasas should update its land use and parks regulations to achieve these purposes. Some options to consider include:

- Conservation subdivision ordinances, which can allow a developer extra flexibility in lot configuration to preserve a forested or Creekside environment;
- Tree preservation ordinances to establish the percentage of tree canopy to be preserved or replaced; and
- Parkland dedication ordinances or provisions that provide recreational opportunities in new subdivisions while also ensuring that sensitive natural areas are preserved from development.

Amendments to the Drainage and Flood Hazards provisions of the City’s land use regulations could also encourage the dedication of drainage easements that could contribute to the establishment of a linear park network along Sulphur and other creeks. To further protect these natural areas, the ordinances could include a planting list of appropriate species to ensure the use of regionally adapted plants in landscape and buffer areas.



Sulphur Creek is an example of a waterway in Lampasas that could continue to contain setbacks to incorporate low impact development measures as part of new development.

### Objective 3.3

**Expand opportunities for new commercial development and employment to serve the needs of citizens and attract residents from surrounding communities.**

#### Action 3.3.1

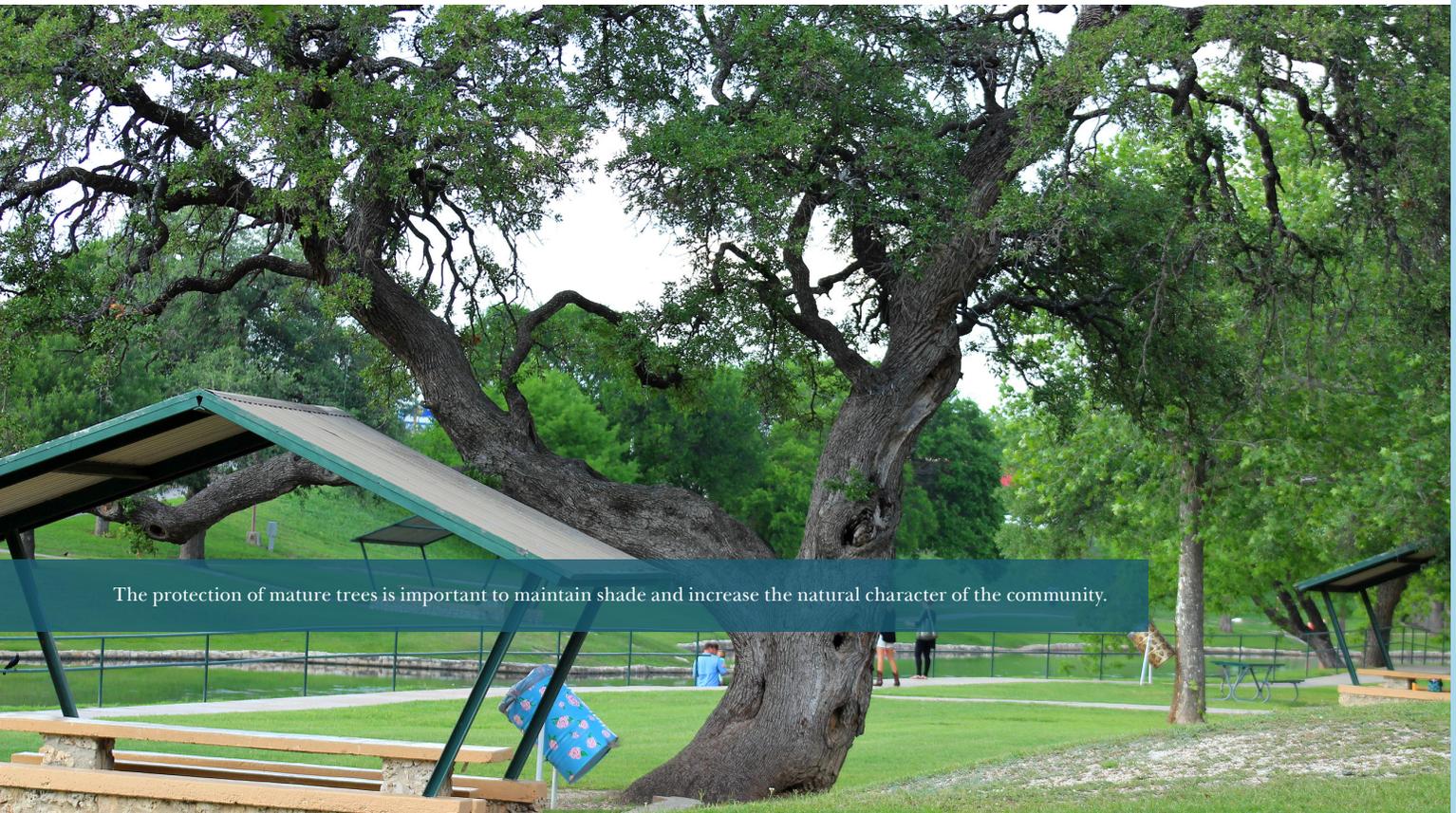
**Revise zoning and development regulations governing Key Avenue to improve the appearance of the corridor, while identifying sites to catalyze new development.**

During the public participation process, citizens expressed dissatisfaction with the appearance of Key Avenue and the impact of that appearance on perceptions of the City. At the Open House, residents were asked to provide feedback on a visual preference survey that compared four site layouts and asked them to select the type of character they would like new development to reflect. Citizens' overwhelming preference for this auto-oriented commercial corridor on Key Avenue included landscaping with native plants, enhanced pedestrian circulation and improved pedestrian and vehicle connections to attractions such as the Campbell Sculpture Garden, Brook Park and Downtown. They would also like the City to consider decorative site furnishing and lighting and outdoor seating areas along this corridor. As the City updates its Zoning regulations, it can incorporate these elements into the appropriate zoning district, or can consider the creation of a Key Avenue overlay district that emphasizes the special character of this corridor and encourages sidewalks connecting to amenities and attractions off of Key Avenue such as those described above. The City may also identify parcels where utilities could be relocated to accommodate the footprint of a moderately sized business.

#### Action 3.3.2

**Evaluate the potential for a mixed-use district east of Sulphur Creek.** Along the 4th Street approach to the Historic downtown, there is an eclectic mix of homes, businesses and open space that may represent an unexplored district for future development. The area roughly bounded by Old Georgetown Road and Sulphur Creek to the east and west, and Mill and Cloud Streets to the north and south, is home to a salon, a laundromat, automotive shop and three City of Lampasas facilities (the Fire,

Photo credit: Kristy Acevedo



The protection of mature trees is important to maintain shade and increase the natural character of the community.

Electric and Waste Treatment buildings). It is also the neighborhood where the historic Colored School is located. The neighborhood's location along a major thoroughfare, its proximity to a potential trail network on Sulphur Creek, and its relatively low density of development could make it perfectly suited to meet some of the commercial and needs that will not be easily accommodated in a built-out Downtown environment. This area is worthy of future study for its market potential as the land use code update progresses.

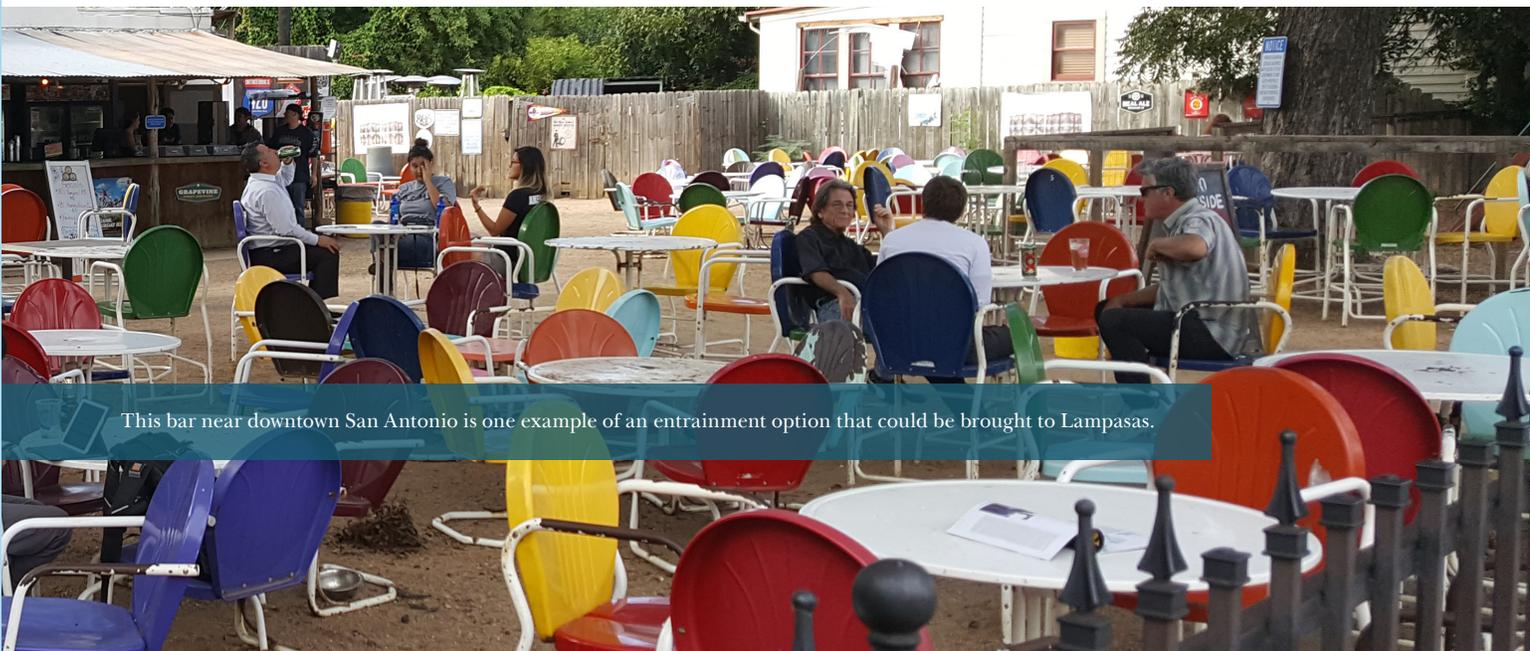
### Action 3.3.3

#### **Provide residents with new entertainment and dining opportunities in Lampasas.**

When citizens responded to the survey prepared for this comprehensive plan, the most frequently identified needs with respect to new businesses were entertainment and dining options. Lampasas residents report dissatisfaction with their limited number of options. For date night, movies and family outings, they often travel to adjoining cities rather than spending their dollars in town. Citizens also cited a need for more clothing stores, particularly for women and children. The City's EDC maintains data that shows in detail how Lampasas' residents are spending their money at home, and how far they are traveling for other goods and services. This data should continue to be used in attracting larger-scale, nationally recognized retailers and restaurants. However, it can also be used to identify where City support could encourage local businesses to fill these needs. Renovating a space Downtown or in another centrally located area could provide lower cost space subdivided to serve multiple small businesses. Establishing pop-up spaces in City-owned property or with local landlords could allow would-be entrepreneurs and restaurateurs to temporarily try out their ideas and determine if a permanent location is warranted.

### Action 3.3.4

**Identify appropriate opportunities on highway corridors for new commercial development and employment centers.** As Lampasas and the surrounding cities grow, there will be additional demand and opportunities for larger scale retail. Stakeholders identified the south side of U.S. Highways 281 and 183 as potential locations for this type of development. While the large retailers and restaurateurs follow very stringent criteria when choosing locations, the City and EDC may benefit from building on EDC's existing research to prepare a Real Estate Market Analysis to better understand supply and demand in the regional market, the City's primary trade area as well as land use industry trends that might be appropriate for Lampasas. Because the City has expressed an interest in identifying and packaging new development sites along its highways and even Key Avenue, these efforts could be targeted toward stimulating new development on these sites in particular.



This bar near downtown San Antonio is one example of an entrainment option that could be brought to Lampasas.

## ELEMENT 4: ECONOMIC DEVELOPMENT

### GOAL 4

Expand retail and entertainment options to serve residents and to make Lampasas a destination for visitors who will contribute to the City's economy.

#### Objective 4.1

Foster continued economic growth in Lampasas.

#### Action 4.1.1

**Encourage people passing through Lampasas on their way to major metropolitan areas and Hill Country destinations to stay and visit the City's attractions.**

Although increasing traffic on the U.S. 281, 183 and 190 highway corridors is a significant challenge for community members, it also represents an opportunity, bringing thousands of potential customers to local businesses on a daily basis. As noted in the recommendations for Objective 1.1, converting this pass-through traffic into a reliable customer base depends on the following factors: enhancing the experience of arriving in Lampasas through City gateways; providing information on goods and services offered in the City and providing a reason for travelers to stop in Lampasas.

To encourage longer stays and overnight visitation from Austin, San Antonio, Fort Worth, Killeen and other destinations, the City should continue to work with the EDC to expand hotel offerings and determine the types of amenities and services that could encourage these visitors to extend their stay. The Killeen-Temple Fort-Hood area is the closest geographically, with military base alone housing more than 30,000 residents who are connected to Lampasas through the base's shuttle service.

It is also important to examine how the City ranks with respect to other elements that attract tourism to small towns, including architecture, art, cuisine, history and natural habitat. For example, Lampasas offers relatively undisturbed examples of Hill Country habitat. Including these assets in marketing materials could further develop the area as a nature tourism destination, which could make the City eligible for assistance from the Texas Parks and Wildlife Department's nature-based tourism program.

#### Action 4.1.2

**Continue to support the efforts of the Lampasas Economic Development Corporation (LEDC) to promote the economic development of the community.**

The Lampasas Economic Development Corporation helps retain and attract jobs and business in the community. In this way, they enhance economic opportunities and quality of life for citizens. As the EDC prepares its plan each year, the City of Lampasas could expand the Corporation's capacity by partnering on research and planning efforts such as a Retail Market analysis, a Demand analysis for retail or office space or even a citywide Economic Development plan that identifies a multiyear program of initiatives to promote the City. Ongoing investment in EDC's mission can help achieve related City goals of attracting higher paying jobs and filling gaps in the dining, entertainment and retail options that can keep local dollars in the community.

**Action 4.1.3**

**Establish a Buy Local campaign.** A Buy Local campaign led by the LEDC and its partners can encourage citizens to spend their dollars with locally owned businesses. This will serve as an opportunity to improve the City's tax base, while also leading to more efficient land use that place less demand on its roads, utilities and safety services. Particularly as small businesses struggle with the interruptions of COVID-19, the City can offer promotions and publicity that help encourage its citizens to reinvest in the businesses who count on their local customers for their survival through good times and bad.

**Action 4.1.4**

**Provide incentives to encourage Key Avenue property owners to develop or improve their properties.** Key Avenue does not adequately reflect the character of Lampasas. The streetscape created by a wide highway, buildings set behind a sea of parking, large signage and minimal landscaping communicate the message that the corridor is just like any other. Many of the remaining vacant parcels along Key Avenue have a relatively small footprint, and are not commercially viable to develop in today's market.

If the City can assemble larger contiguous sites to meet an identified need for new commercial, restaurant or entertainment uses, these parcels can serve as a draw for new businesses or entrepreneurs to establish themselves in Lampasas.

**Action 4.1.5**

**Find opportunities for cost-sharing for infrastructure improvements.** Community members indicated that identifying who pays for improvements and connections to the water and wastewater system required by new development can sometimes be a point of contention. Connection fees are one way to defray these costs, and the City should regularly update these fees to determine that they are covering the City's costs and are in line with the fees assessed by surrounding communities. Another common strategy is the adopting of a development impact fee, as authorized by *Texas Local Government Code, Title 12. Planning & Development, Subtitle C., Chapter 395. Financing Capital Improvements Required by New Development Subchapter A. General Provisions*, which must be linked to a local Capital Improvement Plan.

**Objective 4.2**

**Attract higher paying, high-skill employers to locate in Lampasas.**

**Action 4.2.1**

**Continue to prepare development sites and recruit new employers to the city's business park site.** The LEDC is marketing and preparing sites at the business Park and has provided electrical, water and sewer to the location. However, recruiting has been a challenge despite the site's location on U.S. 183. It may be necessary to invest in some development-ready sites with water, sewer, drainage, electrical and internal roadway infrastructure to accelerate recruitment. The development of pad ready sites could be phased particularly due to challenging topography and drainage on the southern portion of the property.

### Action 4.2.2

**Encourage the expansion of existing businesses offering higher paying, high skill jobs.** With its low taxes, a business-friendly regulatory environment, and a low cost of living, Texas provides a particularly favorable climate for small business. In fact, a study published by the Governor's Office in 2016 found that 98.6% of jobs in the State are created by businesses with fewer than 500 employees. Maintaining the City's strong relationships with existing businesses like Rollins Brook Community Hospital, Ajinomoto, Oil States and Phoenix Carved Stone may have an even greater long-term return than the recruitment of new firms, given the high cost of marketing efforts and incentive packages. To show the City's appreciation for loyal employers, it may be useful to develop new types of incentives focused on retention. A stakeholders group led by EDC, and including City leadership, the Chamber of Commerce, retired business executives, educational entities and commercial lenders among others, could help the City identify those strategies with the highest potential to encourage businesses to expand and even relocate higher paying jobs from other parts of the country.

### Action 4.2.3

**Establish a small business incubator to support local and relocating entrepreneurs.** Lampasas has successfully encouraged entrepreneurs to invest in the rehabilitation of historic properties and the establishment of small businesses. In fact, 20% of the respondents to the public survey for the Comprehensive Plan were business owners. To strengthen the business climate and continue to encourage growth in needed services like sit-down restaurants, entertainment options, clothing and coffee shops, the City may consider establishing a small business incubator, also commonly referred to as a business accelerator. A business incubator for Lampasas could be centrally located Downtown or on Key Avenue to foster networking among entrepreneurs and provide services such as access to legal and accounting assistance, links to funding networks and mentorship from more experienced entrepreneurs.

## Objective 4.3

**Revitalize Downtown and other historic properties to catalyze private investment and promote tourism.**

### Action 4.3.1

**Continue to encourage a vibrant, active Downtown.** The 12-square blocks that make up the City's historic Downtown Central Business District, including the Keystone Hotel, the Courthouse Square and the 3rd Street Historic District are some of the City's most recognizable and memorable places. However, adapting these historic structures and the Downtown layout to modern needs will require the active engagement of the City in facilitating redevelopment and life-safety improvements to the Central Business District.

In the short term, the Courtyard Square Association is already working with the City on a number of improvements to make the area clean and safe, and to facilitate events and improve public spaces. City leaders might consider strengthening their support for these efforts by convening an engagement effort with these business leaders to prioritize improvements that extend beyond the Association's capacities. City leaders can also establish economic incentives for redevelopment, such as tax abatements for improvements to historic properties. In the long-term, a Downtown Revitalization Plan could help Lampasas develop a strategic approach to attracting a desirable mix of businesses. Such a plan typically includes a combination of market analysis, a plan for streetscape improvements, a package of economic and tax incentives and potentially targets key properties for acquisition.

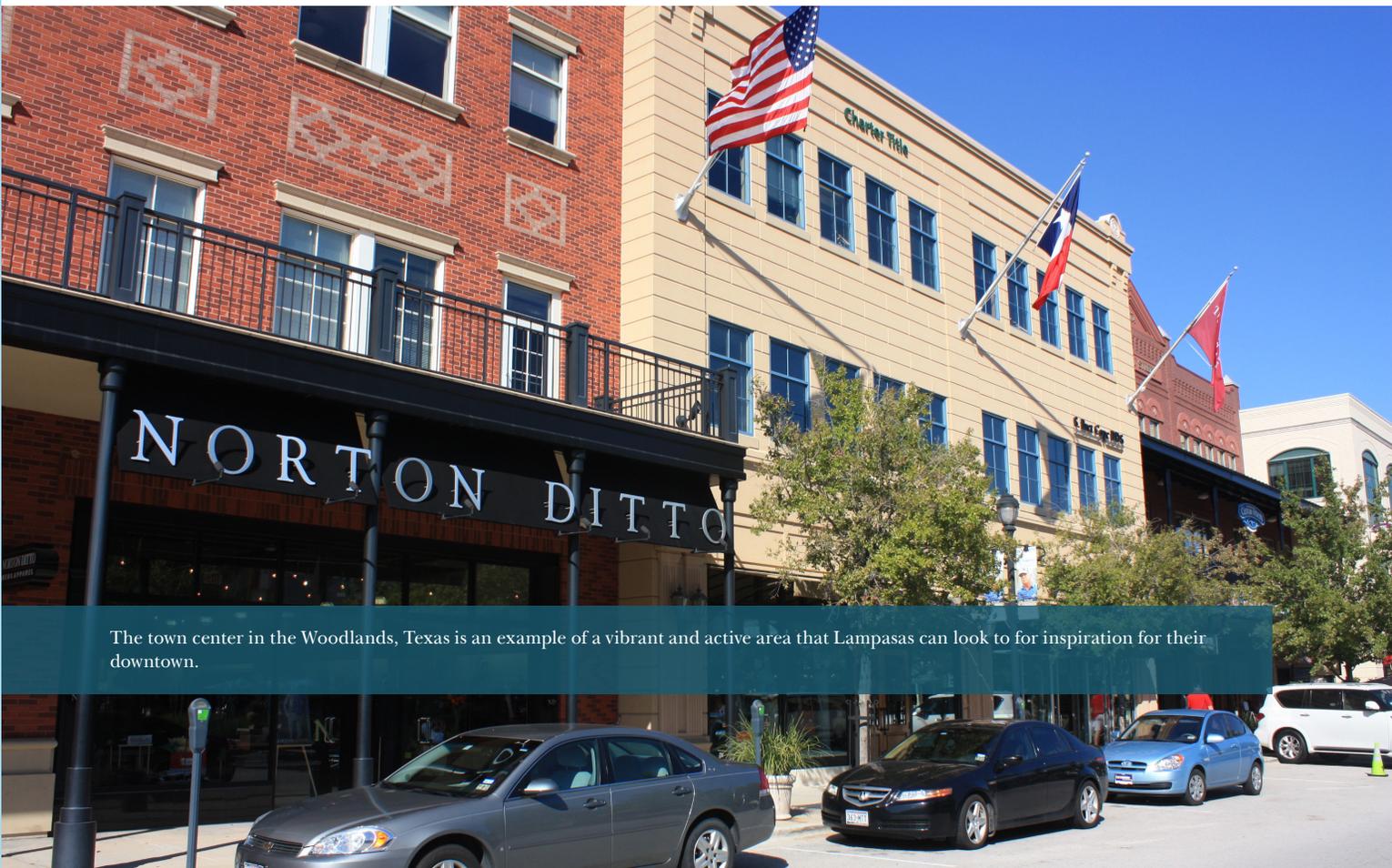
### Action 4.3.2

**Create Downtown environment that supports 24-7 activity all year long.** Planned events that draw residents and visitors Downtown, like Sip and Stroll, Music on the Square and Squared Silly are very popular with Lampasas residents. Although they currently represent only a small fraction of the year, they contribute to the lively 24-7 atmosphere that survey respondents overwhelmingly indicated they would like to see occur Downtown. The City should continue to provide financial support as well as technical assistance to the organizations that promote and program these events, while also encouraging new and existing businesses to expand their hours of operation. This would allow residents whose leisure hours are on weekends and after 5:00 PM on weekdays to shop and dine in the City's Central Business District. Providing opportunities for new residential development in and around Downtown would also expand the district's customer base, and provide more support for a diversified retail environment of restaurants, bars and neighborhood services.

### Action 4.3.3

**Establish Historic Preservation Design Guidelines.** During the public outreach conducted for this plan, the community outreach indicated that the identity of Lampasas is closely tied with its history. A deliberate process for preserving historic resources could yield long-term benefits for the City. Historic communities around Texas use historic preservation design guidelines to ensure that the character of their historic structures and neighborhoods remains intact. These guidelines generally combine recommendations and incentives with regulatory requirements that draw from the federal standards for historic preservation activities.

The City of Llano, for example, maintains an inventory of all historic buildings and districts and requires a permit for construction, alteration, restoration or demolition activities of properties designated as historic landmarks or located within a historic district. Killeen's Downtown Design Guidelines use a written and illustrated guide to



The town center in the Woodlands, Texas is an example of a vibrant and active area that Lampasas can look to for inspiration for their downtown.

provide direction in the development and possible alteration of building facades in the Downtown Historic District. Guidelines frequently encourage the repair rather than replacement of deteriorated architectural features, or the use of replacement materials that are similar in composition, design, color and texture.

Although there are cost implications associated with the preservation of historic resources, there are a number of state and federal programs that offer some form of financial assistance to encourage proper maintenance and rehabilitation. The State of Texas offers financial assistance programs for the rehabilitation of historic structures, such as the Texas Historic Courthouse Preservation and Historic Downtown Programs. Federal incentives are also available. The Historic Tax Credit program offers a federal tax credit worth 20 percent of the eligible rehabilitation costs for buildings listed in the National Register of Historic Places. Texas encourages applicants to this program to apply simultaneously for the 25% tax credit offered by the Texas Historic Preservation Tax Credit Program.

#### Action 4.3.4

**Create an interpretive wayfinding signage program for Downtown that is integrated with other City signage.** Wayfinding systems include information and signage to guide and enhance people's understanding and experience moving in and through a community. Wayfinding can also be an important economic development tool as jurisdictions frequently compete for the same tourist and visitor dollars. A successful wayfinding signage system provides visitors to Lampasas with the tools they need to successfully navigate the City, helping them to discover unique events, attractions, and destinations on their own. Moving forward, the City should consider a comprehensive wayfinding signage system denoting key shopping and event destinations and important historic and cultural landmarks like the Hancock Springs Free Flow Pool, Hanna Springs, the Historic Downtown and Cooper Spring Nature Park.

#### Objective 4.4

**Build upon community events and historic character to promote tourism.**

#### Action 4.4.1

**Increase the number of lodging opportunities for visitors who wish to attend Lampasas special events like Spring Ho.** The recent addition of two new hotels to Lampasas has greatly expanded the ability of the City to accommodate business travelers and host large social gatherings, like weddings and family reunions. In order to stay relevant and competitive as a special events and conference destination, Lampasas must continue to ensure that its hotel property inventory expands as demand for visitation to the City grows.

#### Action 4.4.2

**Develop a Historic Lampasas Tour to encourage pedestrians and motorists alike to stop and visit a wide variety of sites in the City.** Lampasas boasts several listings on the National Register of Historic Places, including the County Courthouse and the Lampasas Colored School. In 2004, the entire Lampasas Downtown Historic District, bounded by Second, Pecan, Fourth and Chestnut Streets received its designation. There are a number of organizations and individuals who serve as stewards of this legacy, both caring for the District and cultivating in-depth knowledge of the history behind its structures. The Courtyard Square organization might be the most logical choice to lead this effort, drawing upon the research of local historians and expertise gained during the restoration of the Keystone Star Hotel.

Publishing a route for a historical tour in the form of a brochure or a website connects points of interest like the historic Courthouse, the restored Hotel, the train depot and natural attractions like Hanna Springs and the Hancock Springs Free Flow Pool. Tour routes that accommodate both pedestrians and motorists can help that history come alive and encourage visitors to stop, shop and explore the community.

#### Action 4.4.3

**Expand options for event space by investing in renovation of existing properties such as the Hostess House as well as the long-range demand for a new conference center.** The City reports that there is consistently a higher demand for local event venues than they are able to fill. Local wedding venues are a particularly attractive prospect, as many couples are looking for a unique Texas historical venue. The Hostess House could be renovated to update the facility and serve larger groups. The City can also promote venues like the Keystone Star Hotel that could serve even larger events and encourage more people to linger in Lampasas and explore local sites and businesses. As the City continues to seek new hotels to house visitors, targeting one that could include a conference center to host business travelers and regional meetings would further enhance hotel and restaurant revenues.

## ELEMENT 5: MOBILITY

### GOAL 5

**Plan the City's transportation system to reduce congestion and traffic conflicts, accommodate growing travel demand, and incorporate quality of life amenities.**

#### Objective 5.1

**Partner with federal, state, county, and other local partners to enhance regional mobility options in the Lampasas area.**

#### Action 5.1.1

**Prepare a near-term update to the City's Thoroughfare Master Plan that accounts for rapidly increasing number of cars per day traveling through Lampasas on U.S. Highways 281, 183 and 190.** Because highway traffic is projected to increase in the coming decade, and new highway projects are on the horizon, Lampasas will need to invest ongoing effort into increasing the City's connectedness to the region while mitigating the negative impacts of traffic. Drivers are increasingly avoiding heavy traffic on Interstate 35 and using Highways 281 and 183 as an alternative route Central Texas route on their way to Austin or San Antonio.

This detour pattern is increasing traffic counts through Lampasas. In Chapter 2, *Figure 2.3, Historical TxDOT Traffic Volumes Comparisons* shows the intersections with the largest increase in traffic counts from 2014 to 2018. The largest increase during this time period was 40 percent at Highway 281, north of Naruna Road.

Citizens participating in the development of this plan offered initial guidance on improving circulation and safety for U.S. 183, 281 and other roadways. This input forms the basis of the preliminary Master Thoroughfare Plan included in this document. Following the adoption of this plan, the City should establish a Mobility Stakeholders Group to study to further refine these initial recommendations for future transportation enhancements and to prepare for planned projects such as the future U.S. Highway 14. This Mobility Stakeholder Group can contribute to the refinement of this initial (MTP), including updating the Thoroughfare Plan map and street cross sections.

### Action 5.1.2

**Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Lampasas.**

Highway improvements, public transportation and thoroughfare enhancements require a scale of effort that is beyond the capacity of the City on its own. In fact, many of the transportation enhancements in the City will be comprised of public-public (e.g., mutually funded by the City or county) or public-private (e.g., toll roads) partnerships. It will be important for the City to designate a staff member to serve as a liaison to TxDOT and to coordinate with the two regional entities that address planning and funding for these issues, the Central Texas Council of Governments (CTCOG) and the Killeen-Temple Metropolitan Planning Organization (MPO).

### Action 5.1.3

**Enhance transit connections with other Central Texas communities, including Fort Hood shuttle service, to strengthen cultural and commercial relationships with the region.**

Promoting the on-call / on-demand transit service provided by the Hill Country Transit Authority can also lead to increased visitation to Lampasas. The HOP service, as it is known, is a rural to urban fixed route, that also provides ADA complementary paratransit service for citizens and visitors to the Central Texas area. Lampasas is part of the nine-county rural division serviced by the HOP, but the community is also near the Killeen Urban Division that serves Copperas Cove, Harker Heights, and Killeen and could eventually seek to link to that route to Lampasas. Because the soldiers and families stationed at Fort Hood are often new to the region, Lampasas also might work with the post's community relations office to organize the itinerary for a day or overnight trip to encourage the families of soldiers to spend leisure hours shopping and dining in the community.

### Action 5.1.4

**Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Downtown.**

One of the concerns the public expressed in the open house was the problem of heavy truck traffic travelling through Downtown. As such, the City should consider updating designated truck routes in the Master Thoroughfare Plan and installing more prominent signage on truck routes in the City and on roadways where trucks are prohibited. As Lampasas develops its post-adoption regulatory provisions, one option is to consider banning commercial truck traffic greater than a class five box truck, with the exclusion of buses and waste collection vehicles, from entering Downtown. Heavy truck traffic is harmful to the pedestrian experience, increasing noise, exhaust and wear and tear on Downtown streets. Redirecting heavy trucks from 4th Avenue in particular was identified as being key to additional economic development actions being considered to promote the growth of retail near Downtown. If the City suspects that Navigation systems are a source of ongoing traffic conflicts on restricted routes, the problem can be reported directly to map providers in the effort to indicate where only local traffic is allowed.

### Action 5.1.5

**Prepare a walkability analysis to prioritize location of new investment in sidewalks and trails.**

Walkability is a measure of the effectiveness of community design in encouraging walking and bicycling as alternatives to driving vehicles to get to shopping, schools, and other typical destinations. To conduct a walkability analysis, density, diversity of design and access to parks can be used in the analysis. In the community survey for Lampasas, 67 % of survey respondents indicated that provision of pedestrian and bicycle accommodations would greatly increase quality of life in the community.

## Objective 5.2

### Reduce conflicts between highway and local traffic.

#### Action 5.2.1

**Coordinate with TxDOT to explore options for a bypass that removes truck traffic from local streets where possible.** In the public survey, 48 percent of survey participants indicated that traffic congestion is a very important or important transportation issue to be addressed in the near future. Because Key Avenue, also designated as U.S. 183, U.S. 281 and U.S. 190 is the primary road that goes through Lampasas from north to south, all trucks that want to go through the City must go right through the middle of Lampasas. This indicates that most of the congestion on Key Avenue is not produced by community members of Lampasas. In combination with the next MTP update, the City should consider a truck route bypass around the City that redirects heavy traffic away from this major local thoroughfare. Stakeholders in the planning process identified a potential route to the east of Lampasas that could connect multiple highways, while minimizing traffic volumes through the City's center and maintaining easy access for those with business in Lampasas.

The City should reach out directly to TxDOT to discuss this need, and once the conversations are established, maintain ongoing communication with TxDOT in order to ensure the proposed alternatives strengthen the economy of Lampasas, while increasing its attractiveness.

#### Action 5.2.2

**Work with TxDOT to identify potential routes for the planned I-14 Forts to Ports highway corridor.** Because it is early in the planning process for the I-14 Forts to Ports Highway, it is important for the community to stay engaged with planning for the proposed highway route. This will allow Lampasas to weigh in on options that will reduce traffic conflicts with residents, while still planning for a roadway that will be close enough to the City to encourage travelers to stop, dine and shop in the community.

#### Action 5.2.3

**Improve signal timing on Key Avenue to promote safe speeds for local and pass-through traffic.** Open house attendees indicated that they would like to see better signal timing as a congestion relief strategy. Synchronization of signalized intersections is a traffic management instrument used to control who has importance at traffic signals, and for what length of time. When consecutive signals are properly programmed along a corridor, traffic travels more easily. Following the adoption of this plan, the City should approach TxDOT and Lampasas County to pursue a combined approach for signal timing with an emphasis on maximizing traffic movement and diminishing congestion for both pedestrians and automobiles.

## Objective 5.3

### Increase multi-modal transportation options within Lampasas.

#### Action 5.3.1

**Consider the adoption of a Complete Streets policy to promote safer mobility for all users.** Due to the importance that community participants in the Comprehensive Planning process put on creating streets that accommodate a variety of users, it is suggested that the City formally adopt a Complete Streets policy. In accordance with the wishes of the community, this policy should focus on increasing sidewalks

and off-road trails. It could be considered and adopted concurrently or soon after the adoption of the Comprehensive Plan so that it can be implemented in all decision-making associated with transportation planning, design, and maintenance. A policy can take several forms, including an official resolution by the City Council (non-binding), by ordinance (enforceable by law), through design guidelines or departmental policy, among others. Complete direction on the exact implementation steps, and example best-practice adopted policies, can be located in the resources provided by the National Complete Streets Coalition, an outreach effort of Smart Growth America.

#### Action 5.3.2

##### **Connect the City's network of natural springs through a citywide greenbelt.**

Lampasas grew and thrived because its creeks and springs make it an oasis in an otherwise parched region of Texas. Historically, development grew up around these features but as the community became more auto-oriented, it began to turn its back to the water. One of the strongest sentiments expressed throughout the public engagement process was the desire to reconnect the community to its waterways. An off-road trails network for pedestrians and bicyclists could provide a safe, off-road link between key destinations such as the Hancock Free Flow Pool, Downtown, Cooper Spring and Campbell Park Sculpture Garden. As the City considers the establishment of a stream setback buffer to reduce flood risk and erosion, it also can preserve an opportunity to develop a Creekside trail in the right-of-way that is adapted to periodic inundation. This would return land in the floodway to productive use.

#### Action 5.3.3

**Fund and establish recommended improvements to key intersections to improve the safety of pedestrian crossings.** In the community survey, 67 percent of survey respondents indicated that crosswalks are either important or very important. Pedestrian crossings at various intersections in Lampasas can be dangerous. Several important intersections would benefit from enhanced pedestrian landings and distinctive crosswalks to better facilitate pedestrian movement through the City's streets.

#### Action 5.3.4

**Fund and establish recommended sidewalk and trail improvements to improve pedestrian and bicycle connections throughout the City.** In the public survey, 69 % of survey respondents indicated that it is important to improve or add sidewalks in Lampasas. A well-connected transportation system decreases congestion on main roads, is friendlier to pedestrians and bicyclists, facilitates alternative transportation, and leads to increased amounts of physical activity. There are numerous opportunities in existing neighborhoods to expand connectivity of the transportation system by creating more automobile, bicycle, and pedestrian connections in and between existing neighborhoods and the larger transportation system. Solutions consist of extending stub-out roads to link to adjacent roads as well as creating multi-use trails between cul-de-sacs or between roads along long blocks. Adding multi-use trails will only expand connectivity of the pedestrian/bicycle system. Aim for improving the connectivity ratio with these enhancements. Federal or state funds may be available.

## ELEMENT 6: COMMUNITY FACILITIES & SERVICES

### GOAL 6

Provide high quality facilities and services which create a healthy, safe, and well-educated community.

#### Objective 6.1

Provide a high-quality and well-maintained parks and recreation system to support quality of life in Lampasas.

#### Action 6.1.1

**Evaluate and implement priority projects identified in the Lampasas Parks, Recreation, and Open Space Master Plan as necessary.** In the public survey, 63 % of survey respondents indicated that it is important or very important to provide additional park or recreation amenities in Lampasas in the near future. The City of Lampasas Parks and Open Space Master Plan was adopted in 2004. Since that time, the City has made many of the improvements outlined in that plan, including the construction of the Lampasas Sports Complex and improvements to Campbell Park that include the sculpture garden. Unanticipated improvements include the founding of the community-supported Cooper Spring Nature Park, which highlights the City's natural resources. During this planning process, citizens expressed a high level of commitment to expanding the trails network along Sulfur Creek that connects parks, waterways, schools and major destinations. Updating the Parks, Recreation, and Open Space Master Plan would allow the City to reflect these accomplishments and set new priorities, including trail improvements and future park improvements that keep pace with growth and changes in the community's character. The adoption of an updated Plan would also make Lampasas eligible for project funding from the Texas Parks and Wildlife Department (TPWD).

#### Action 6.1.2

**Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan (CIP).** As part of the yearly budgeting process, it is suggested that the Parks and Recreation Department evaluate planned projects for their ability to improve community health, safety and quality of life in the neighborhoods they serve. This can help the City determine which warrant inclusion in the Five-Year CIP and which projects or enhancements should be completed with general funding. After these determinations are complete, the City should consider funding opportunities for citywide goals, (such as the construction of a trails network), for a potential bond issue, and address the consequent need for increased tax revenue. When the Parks Master Plan is updated, this document can replace a yearly analysis and serve to guide development.



By enhancing signal timing on major thoroughfares, safer traffic speeds can be achieved.

### Action 6.1.3

**Explore the use of a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.** As the City continues to grow, further opportunities for coordination with developers to preserve or design and construct open space, parks, and recreational facilities will occur. The City should consider creating a process to require new developments to provide land area and/or create facilities in areas of need. This could potentially offset the cost of acquiring new park land to serve the population as it grows.

### Action 6.1.4

**Pursue partnerships with the Lampasas ISD to best leverage City resources and maximize recreation opportunities.** Several Lampasas ISD recreation facilities serve the greater community during non-school hours. To take full advantage of the potential of a relationship between the City of Lampasas and Lampasas ISD, it is suggested that the City pursue the creation of an interlocal agreement for shared use of park facilities. This can consist of playgrounds and athletic facilities, as well as unprogrammed open space. The City presently holds contracts with private organizations that offer recreation programming to offset costs to the City. Further contracts with private organizations, developers and the County could increase the effective acreage of the City's park space through the shared use of amenities. Additional cost savings can be achieved through joint property maintenance contracts, when possible.

### Action 6.1.5

**Update the Lampasas Parks, Recreation, and Open Space Master Plan by 2022.** Parks and recreation needs change as cities expand and evolve. The most recent parks plan for Lampasas was adopted over 15 years ago in 2004. In order to guarantee that the City continues to offer the best parks and recreation opportunities and amenities to its citizens, the City should update the City of Lampasas Parks and Open Space Master Plan according to the standards prescribed by the Texas Parks and Wildlife Department (TPWD). Although the TPWD does not require a parks master plan update, when the City submits an application for grant funding, the agency places a greater point value on submittals where a plan has been updated in the last five years.

The following steps are suggested for periodic review of this Plan:

- Annual staff evaluation should be conducted to record accomplishments.
- Annual "State of the Parks" evaluation should be given to the City Council.
- Review the plan for special circumstances that necessitate updates to Plan content.
- Provide for community participation in plan review and updates through community meetings, interviews, and workshops.

### Action 6.1.6

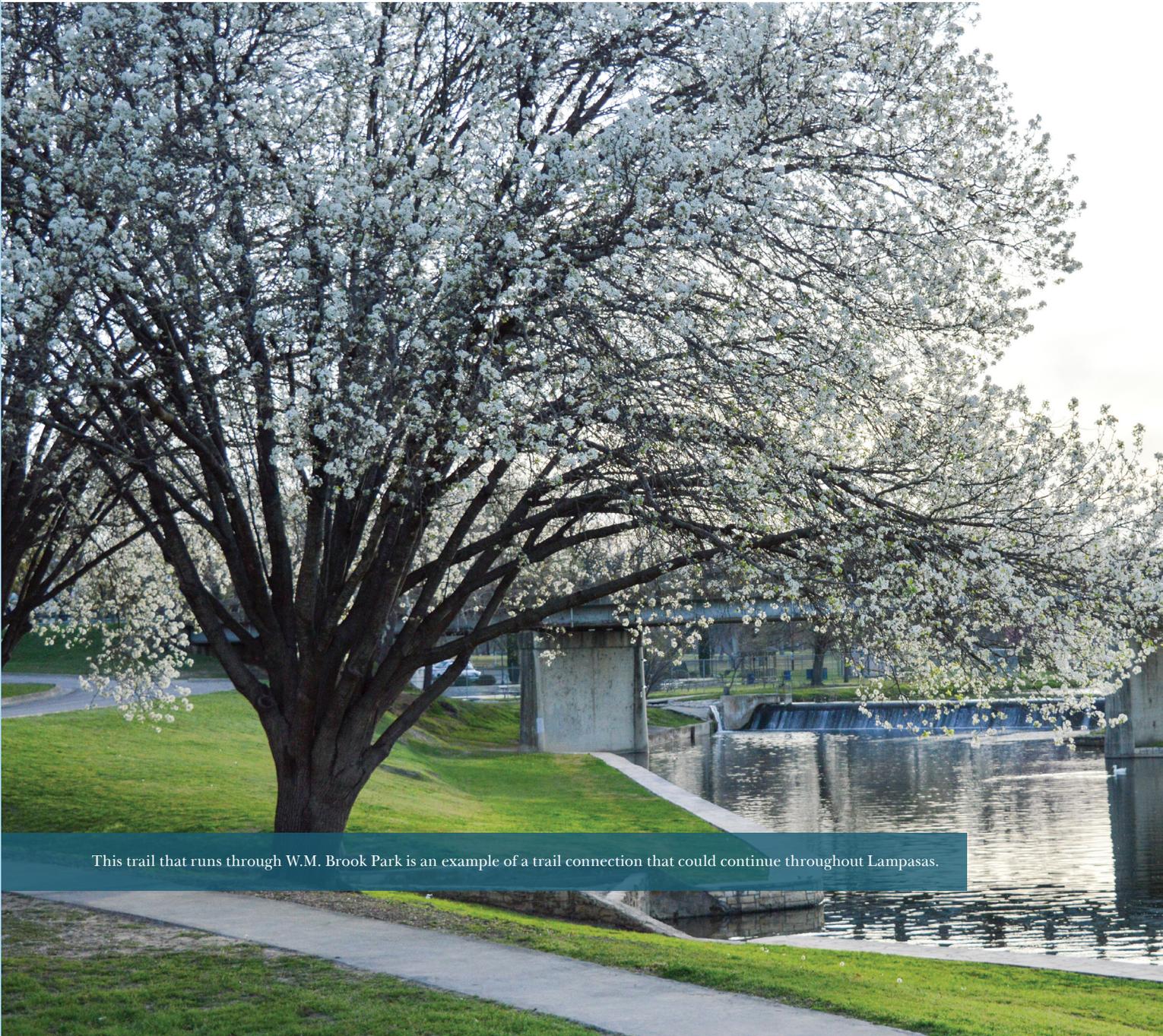
**Prepare a Master Plan for Hancock Springs Pool and Hanna Springs Sculpture Garden and develop a tourism strategy for promoting visitation to these parks.** Preparing a master plan for a specific park allows a community to dive deeper into the function and purpose of the park, and to develop a more detailed concept for how to achieve this vision. Hancock Springs Pool and Hanna Springs Sculpture Garden are two of the City's most iconic parks. Hanna Springs is the home of the original spring that drew tourists to this rugged western outpost and the site of the annual Spring

Homecoming festival. Event organizers indicated that the lack of performance spaces, restrooms, shelters and other facilities constrain the Festival's ability to grow. The Hancock Springs Free Flow Pool and its grounds will be affected by the realignment of Highway 281. This represents an opportunity to celebrate the pool and to showcase it within a larger park that encourages for social gatherings before and after a dip in the pool. Because they represent a substantial draw of visitors from within and outside Lampasas, preparing master plans for these two parks could be a worthy investment in drawing future cultural and nature tourism to the City.

### Objective 6.2

**Continue to support the Lampasas Public School system and other higher education and training options to enhance the attractiveness of Lampasas to families and employers.**

Source: Lampasas Dispatch Record



This trail that runs through W.M. Brook Park is an example of a trail connection that could continue throughout Lampasas.

### Action 6.2.1

#### **Ensure that the Lampasas School system continues to attract highly qualified teachers by evaluating teacher pay with respect to surrounding districts.**

According to the input gathered during community meetings and the public survey, Lampasas schools have a history of attracting people to the community. From those who return home to raise their children in a family friendly environment, to new residents who appreciate the care and individual attention offered by a small-town school district, there is a clear appreciation for what Lampasas ISD has to offer. However, several community members expressed that teacher pay appears to be lower than surrounding districts, leading to difficulty in attracting and retaining quality teachers to work in the district. The City of Lampasas should work closely with the ISD to identify appropriate pay and retention strategies to keep the district competitive. Since a large number of students come from surrounding areas of the County, City officials should also encourage the ISD to evaluate the tax structure funding public schools to ensure that all families benefitting from the school system are contributing equitably.

### Action 6.2.2

**Continue to support and expand the mission of the Lampasas County Higher Educational Center (LCHEC) in order to provide additional academic, vocational and certificate training to increase the range of skills Lampasas residents can offer potential employers.** Continued support of the mission and function of LCHEC can help the City meet two goals articulated by citizens during this planning process: increasing the skill level of the labor force and attracting higher paying jobs. The Center provides assistance for those seeking their GED, as well as offering distance learning courses and medical certification training for local doctors and hospitals. A partnership formed with Central Texas College connects Lampasas with higher education opportunities as well through the Texas A&M system. By working closely with the EDC to identify growing demand for particular skill sets, LCHEC can continue to strengthen citizens' access to good paying jobs, as well as prepare them with retraining necessary due to shifts in the economy.

### Objective 6.3

**Continue to support maintenance and improvements to the Lampasas Municipal Airport in order to foster economic development and promote general aviation.**

### Action 6.3.1

**Review and update Terminal Area Plan.** To attract more permanent tenants and general aviation visitors, the City's Terminal should be updated to provide a convenient and comfortable location for pilots and passengers to rest and refresh while they are in Lampasas. This can include vending services that offset costs.

### Action 6.3.2

**Update Airport Capital Improvement Plan in City's CIP and with TxDOT.** The Aviation Capital Improvement Program 2018-2020 contains several improvements for the Lampasas airport. These improvements include signage replacement and hanger access rehabilitation.

### Objective 6.4

**Provide effective police services to protect the health, safety, and welfare of the community.**

#### Action 6.4.1

**Continue to support Police Department efforts to offer community service and educational programs (e.g., National Night Out, event fingerprinting, etc.).** The Lampasas Police Department does much more than law enforcement. When asked about their involvement in community events, the Department indicated that they are actively engaging with the public at events such as National Night Out, Kiddo Card (fingerprinting), Coffee with a Cop, school events, Citizen Police Academy, and Cool off with a Cop. As these kinds of events create strong support for and identification with the Police Department, the City should continue to create new educational programs that address community needs for safety and community cohesiveness. While Lampasas residents have expressed consistently positive views of the police force, there is a nationwide movement to work with other institutions in the community to address pressing social and racial equity concerns. The City of Georgetown Teen Court, for example, is a partnership with the school district and Williamson County that endeavors to keep juveniles out of the criminal justice system for certain Class C misdemeanors. The cases are defended and prosecuted by teen attorneys and jury, with the Municipal Court Judge presiding. Penalties consist of community service. Mental health issues can also result in volatile situations that can be addressed by crisis intervention. Future efforts may be directed toward training police officers in mental health intervention and partnerships with local mental health professionals to safely and effectively deal with situations exacerbated by mental illness.

#### Action 6.4.2

**Establish a formal replacement and procurement program for Police Department vehicles and equipment and ensure adequate funding is allocated in the City's capital improvement program (CIP).** The Police Department maintains an active inventory of all vehicles, their service records and their condition. They have established standards for when the replacement of a vehicle is warranted. As part of the annual budgeting and CIP process the City should review the anticipated vehicle and equipment replacement plan for the Police Department to include these costs in the police budget.

#### Action 6.4.3

**Evaluate near-term needs to improve operations at the City's existing facilities (e.g., storage, desk space, meeting space, animal control facilities, etc.).** The Department's base of operations are at the Police Department and Municipal Court on East Fourth Street. Although it is a new building, there have been numerous requests by the Police Department staff which will need to be prioritized. These requests include adding additional desk space for staff, additional storage space, and meeting space and finding a new home for the animal shelter function that has taken over area reserved for human officers.



The Lampasas Animal Shelter is under the direction of the Lampasas Police Department and provides various services to the animals in the community.

#### Action 6.4.4

**Evaluate Police Department staffing and increase as necessary.** The primary factors that influence the Police Department's needs include population growth, traffic, incident reports, and additional responsibilities outside of enforcement (e.g., community service programs). Currently, the Department has an established five-year plan which anticipates the necessary increases based on projected population and increases in call volume. Once a year, during the budgeting process, the staffing, training, and vehicle and equipment needs of the Police Department should be evaluated and addressed in order to maintain effective Police Department operations in Lampasas. One consideration in Police Department staffing should be the ability to increase enforcement actions related to traffic violations.

#### Action 6.4.6

**Support Police Department efforts in advancing the use of technology to improve the safety of the Lampasas public.** Technology and equipment used as part of Police Department operations are rapidly advancing and changing daily. From body cameras, which are presently in use, to license plate recognition cameras and software, this new technology makes both our officers and community safer. As such, it should be a City priority to adequately support these advances in technology as warranted.

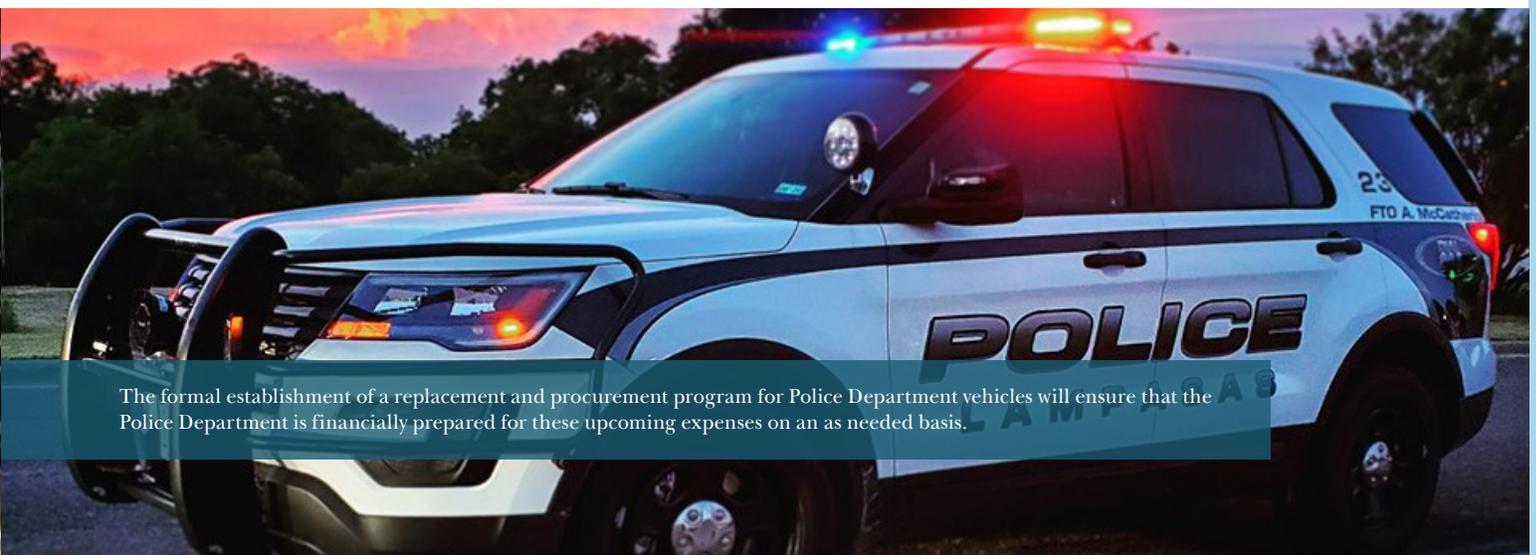
#### Objective 6.5

**Provide effective fire and EMS services to protect the health, safety, and welfare of the community.**

#### Action 6.5.1

**Evaluate and identify opportunities to fund increases in Fire Department staffing to better meet accepted national fire service response and staffing standards.**

Since the Lampasas Fire Department serves not only the City, but also Lampasas County and surrounding counties through mutual aid agreements, it is essential that the City evaluate the staffing level and funding structure of the Department to ensure that their existing personnel are not overtaxed. Nationally, fire department staffing is guided by the National Fire Protection Association (NFPA) standards set out in NFPA 1710 (i.e., the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Departments). This guiding document specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operations responses. For small town fire departments, like Lampasas, meeting these guidelines is a challenge, particularly when the City is responsible for firefighting in the surrounding county as well.



The formal establishment of a replacement and procurement program for Police Department vehicles will ensure that the Police Department is financially prepared for these upcoming expenses on an as needed basis.

The vast majority of calls the City receives are for Rescue and Emergency Medical Services, which averaged nearly 300 calls per month in 2018. They respond to approximately 30 fire incidents per month and nearly 5,000 total incidents per year. The City should evaluate the distribution of the Department's response efforts and identify opportunities to effectively share costs with its mutual aid partners, provide for adequate Fire Department staffing as identified in the NFPA standards and make efforts to adhere to the Texas Administrative Code 435.17. In addition, as part of the annual budgeting and CIP process the City should review the anticipated vehicle and equipment replacement plan for the Fire Department.

#### Action 6.5.2

**Continue to support Fire Department efforts to offer community service and educational programs.** The Fire Department is active in the community and provides fire prevention activities each year for Fire Prevention Week as well as training on CPR and the proper use of fire extinguishers. Additionally, Fire Department personnel provide fire station tours and attend events at churches, school functions, and other group events throughout the year. The Fire Marshal's office also conducts safety fire inspections at local businesses and participates in the City's development review process. As such, it is important that the City maintain adequate support for these programs as they are valued services offered to community members and organizations.

#### Action 6.5.3

**Establish a formalized replacement and procurement program for Fire Department vehicles and equipment and ensure adequate funding is allocated in the City's capital improvement program (CIP).** Similar to growing personnel needs, the Fire Department must regularly evaluate the need for additional fire apparatus and equipment to keep pace with increases in population. The LFD currently has several vehicles to assist with firefighting operations in its fleet, including a 2001 E-Aerial Ladder, a 2010 Pierce Engine. The 2010 Pierce Engine has required significant repairs and is anticipated to last approximately two more years. Options for replacement may include a custom-built engine. To ensure that there is no interruption in fire service for the City or county, Lampasas should begin the process of identifying funding and a replacement option for this vehicle by the 2021-2022 fiscal year.

#### Action 6.5.4

**Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).** Training is essential to ensure that a knowledgeable and proficient staff is available to respond to emergencies in the City. Fire Department staff must have the skills and knowledge related to their profession so that they are able to respond efficiently and effectively. Training for the Department's volunteers and career staff is undertaken on a daily basis as Fire Department personnel lead their colleagues in exercises on a variety of subjects. Lampasas fire fighters greatly exceed the minimum standards required by the Texas Commission on Fire Protection on their daily training, but also the regional and national conferences they attend for topics ranging from fireground operations to health and safety symposiums. Internet based training for medical certifications is also provided through C.E. Solutions, a private entity that also documents staff completion of these trainings. Both career and volunteer firefighters are required to obtain and maintain minimum certification standards (e.g., NFPA 1001, Firefighter 1). It is important for the City to continue to support Fire Department efforts to maintain and potentially expand training opportunities for both career and volunteer firefighters.

### Action 6.5.5

#### **Continue to evaluate and fund a needed expansion of Fire Department facilities.**

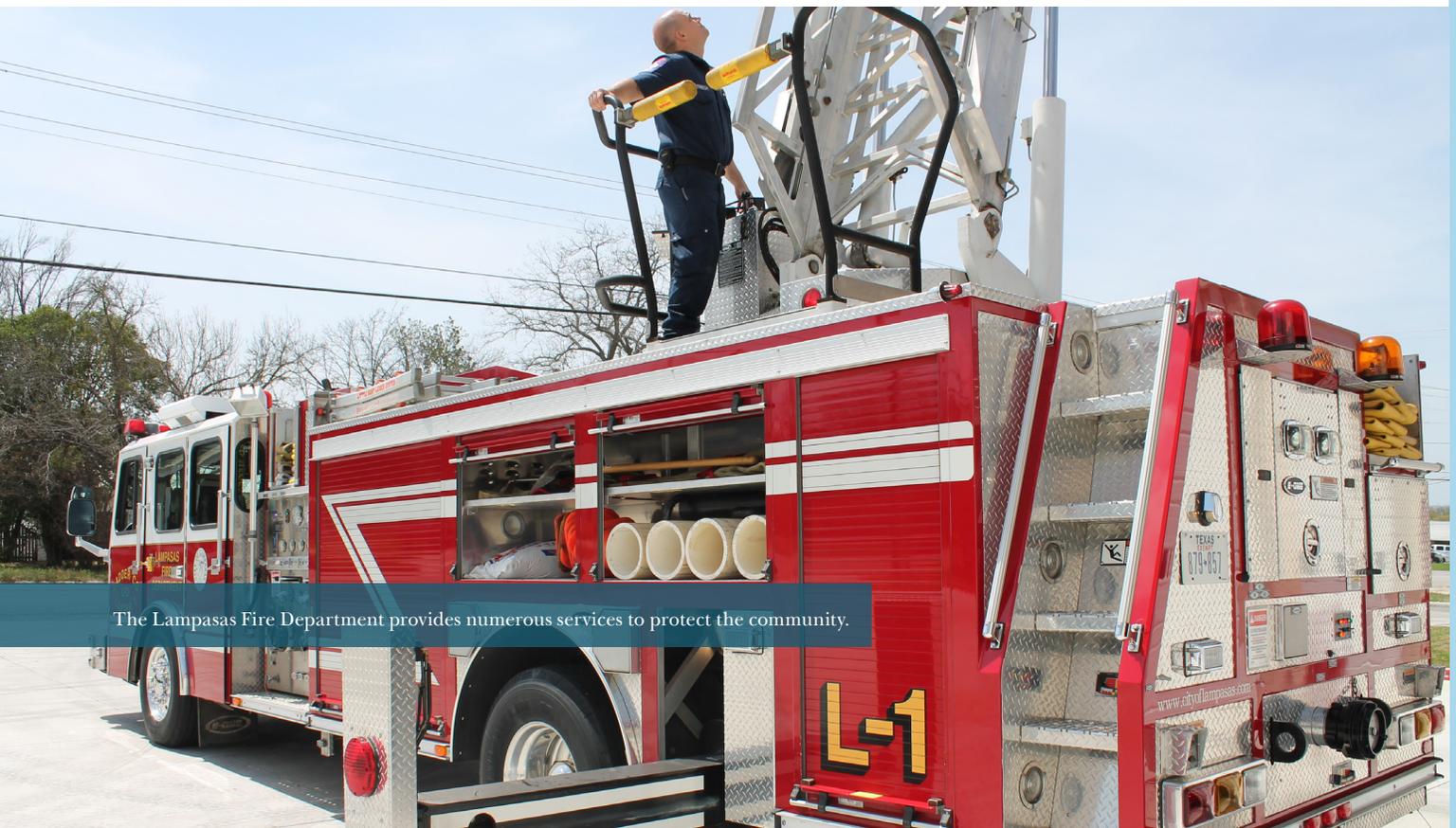
The Future Land Use Plan developed as a part of this planning effort can be used to guide the location of future Fire Department facilities. It is important that the City continue to evaluate the effectiveness of its current funding mechanisms to support adequate personnel, facilities and equipment to guarantee the safety of the populations they serve. If the City was interested in combining fire, police and possibly EMS in a shared facility, funding may be available through FEMA.

### Action 6.5.6

**Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Lampasas community.** Over the past 10 years, the Lampasas Fire Department has adopted a philosophy which acknowledges and understands that advances in current technology and adherence to best practices result in better emergency response for the Lampasas community. The City anticipates upgrading its communications equipment in the near future to improve emergency response. Moving forward, the City should continue to evaluate and, when warranted, support similar advances in technology and best practices to ensure the best protection for the Lampasas community.

### Action 6.5.7

**Evaluate the near- and long-term needs regarding Lampasas provision of EMS response.** The Lampasas Fire Department is currently providing first responder support to EMS providers who are a part of Acadian Ambulance Service. However, as the number of first responder incidents and non-fire related calls continues to increase, there may not be enough manpower to adequately respond to other fire-related emergencies. In any instance, as population grows in the City of Lampasas, it may need to renegotiate the require additional funding and staffing to effectively respond to the EMS needs of a larger community. As such, the City should continually monitor the near- and longer-term needs for providing effective EMS and fire response and plan accordingly.



The Lampasas Fire Department provides numerous services to protect the community.

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