



January 5, 2021

Notice is hereby given of a Regular Meeting of the Nacogdoches City Council to be held on the above date via videoconference, with the opportunity to appear in person in the Council Chambers of City Hall, 202 E. Pilar Street, Nacogdoches, Texas, beginning at 5:30 p.m. for the purpose of considering the following agenda items.

In accordance with Orders of the Governor due to the COVID-19 pandemic, the City of Nacogdoches City Council meeting will be deemed as being conducted via teleconference or videoconference. However, some City Council Members may attend virtually, while others may be present in the above stated physical location. Regardless, the meeting will be streamed live at <https://www.nactx.us/21>. There will be an opportunity for the public to comment on agenda items either by teleconference or in person in Council Chambers. For those attending in person, strict adherence to COVID-19 related CDC guidelines will be enforced at all times.

Members of the public who wish to submit comments on a listed agenda item must contact the City Secretary's office by email at vinsonj@nactx.us or by calling 936-559-2506 and providing their name, telephone number and relevant agenda item upon which they wish to speak. All requests to make comments must be received by 12:00 p.m. on Tuesday, January 5, 2020. For all timely requests received, staff will call the submitted phone numbers directly during the meeting when the corresponding item comes up for comment. NOTE: The incoming phone call from City staff will be an unfamiliar number.

**PLEASE LIMIT PRESENTATIONS TO THREE MINUTES
(UNLESS PRIOR APPROVAL IS OBTAINED)**

1. Call to order.
2. Pledge of Allegiance.
3. WORK SESSION:
 - A. Receive a report, and hold a discussion regarding a Land Use and Infrastructure Fiscal Model and Baseline Assessment for Nacogdoches. (Alaina Chafin, City Planner)
4. Open Forum.
5. Items to be removed from Consent Agenda.
6. **CONSENT AGENDA:** Items included under Consent Agenda require little or no deliberation by Council. Approval of Consent Agenda authorizes the City Manager or his designee to proceed with conclusion of each in accordance with staff recommendations as reflected in the minutes of this meeting.
 - A. Consider approval of minutes from December 8, 2020 special session and December 15, 2020 regular session. (Jan Vinson, City Secretary)

7. **REGULAR AGENDA:**

- A. Receive Convention and Visitor's Bureau Annual Report. (Sherry Morgan, Convention and Tourism Director)

8. Adjourn.



Jan Vinson, City Secretary

This agenda is posted as required under G. C. Section 551.041. For more information or a copy of the Open Meetings Act, please contact Attorney General of Texas at 1-800-252-8011; City Secretary at 936/559-2506 or visit City of Nacogdoches web site at www.nactx.us.

CERTIFICATION

I certify the notice of meeting was posted in the directory outside of City Hall, 202 E. Pilar Street, Nacogdoches, Texas on December 30, 202 at 4:30 p.m. and remained posted until meeting convened.

Jan Vinson, City Secretary

PRESENTER: Alaina Chafin, City Planner

ITEM/SUBJECT: Receive a report, and hold a discussion regarding a Land Use and Infrastructure Fiscal Model and Baseline Assessment for Nacogdoches. (Alaina Chafin, City Planner)

SUMMARY/BACKGROUND: This study identifies the cost of providing service to and the associated revenue returned from different types of development throughout the City. This study is intended to assist the City in prioritizing infrastructure improvements and increasing return-on-service investments.

Background

Like many communities, the City of Nacogdoches is faced with growing infrastructure and service needs with limited resources. In August of 2020, the City entered into a Professional Services Agreement with Verdunity, Inc., to develop a GIS-based fiscal model and accompanying assessment of the City's current development pattern and budget. The modeling process and associated analysis will demonstrate the relationship between growth and development patterns, property tax revenues, and long-term infrastructure and service costs with an emphasis on fiscal sustainability.

The consultant, Verdunity, Inc., will present observations of the data and recommendations to move ahead. This report is intended to serve as a guide for policy and spending decisions, and includes recommendations regarding where to focus infrastructure investments and economic development efforts for the most immediate impact.

This information also has the potential to be used to inform future land use and zoning decisions, economic development and housing incentives, capital improvement programs, service delivery optimization efforts, grant applications, and more.

FINANCIAL:

There is no financial impact associated with this item

CITY CONTACT: Alaina Chafin, City Planner
chafina@nactx.us
559-2572

ATTACHMENTS:

1. Land Use Fiscal Analysis (Full Report)
2. Presentation Material

LAND USE FISCAL ANALYSIS

NACOGDOCHES, TEXAS

DECEMBER, 2020



Introduction

In most communities, there is a growing gap between the funds cities have available and what is needed to serve and maintain neighborhoods and infrastructure. There is pressure to keep property taxes down, and sales tax revenue fluctuates based on market conditions and demand. Meanwhile, as cities age and expand, there is more infrastructure to maintain and more services to provide. As a result, community leaders across the country are struggling to address basic service, employment, and lifestyle expectations with limited resources.

There are three basic options for cities to consider when trying to close the resource gap:

1. Keep development patterns and service levels where they are, but charge more (via higher taxes and fees) to cover the true costs.
2. Keep tax rate where it is, but cut services to align with revenues.
3. Shift development pattern and infrastructure design to enable an affordable balance of services and taxes.

Ultimately the goal of this process is to provide information that empowers city leaders to align your community's development and service model with what residents are willing and able to pay for -

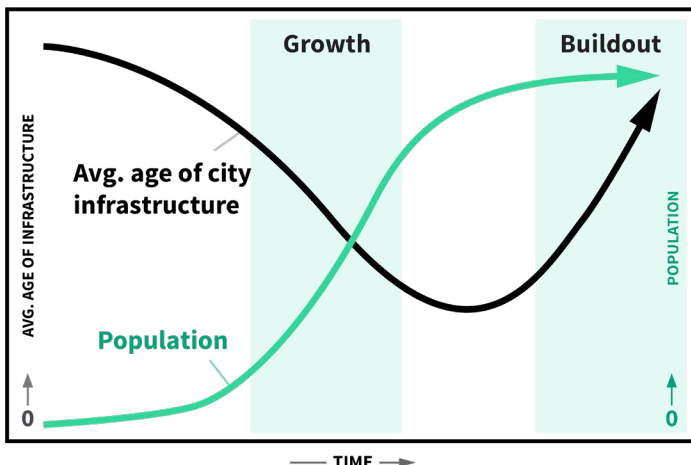
In most cases, the post WW2 (autocentric) development pattern does not generate enough public wealth (tax base) to pay for the costs required to maintain infrastructure and public services at current expectation levels over time.

now and in the future. Currently, there's a disconnect in most cities between the services and quality of life residents are getting and what they are paying for. This process and analysis is intended to help open up a deeper dialogue about the resource gap and strategies to close it.

The underlying philosophy is that ideally the property tax revenue generated by development in a city should be enough to cover

street maintenance and reconstruction as well as a portion of other basic services. When property tax revenue can cover more basic services, this frees up revenue from sales tax to focus on economic development and quality of life improvements that preserve and enhance property values over time. The more a city has to rely on sales tax for basic services, the less funding it will have for amenities and economic development incentives. A city can adjust its development regulations to guide development into forms with cost burdens more suitable for its revenue potential. First though, a city must understand the relationship between its development patterns, revenue potential, and cost burden. A land use fiscal analysis, such as this report, can help a city understand that relationship.

Fiscal sustainability and the land use analysis presented in this report can be a common language for community stakeholders to discuss and make informed decisions about land use planning, zoning and subdivision regulations, capital improvement program and infrastructure investment, economic development incentives, budgeting, and setting the tax rate. This report provides a foundation to help Nacogdoches align the costs of its development and service policies with a financial approach that citizens are willing and able to pay for.



Long Term Impacts of Rate and Pattern of Growth

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1.

METHODOLOGY & BASE CONCEPTS

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Land Use Fiscal Analysis Methodology

There are three levels to this fiscal analysis. First is to quantify and map your current property tax levy revenue to the parcel level. The second level maps general fund costs paid for by property taxes to the parcels, illuminating which parcels generate surplus revenue, and which ones cost more to serve than they generate in tax revenue. The third step is to estimate the amount it would take for the city to replace existing street infrastructure, and then break that into an annual amount by parcel. This map then shows how different parcels and development patterns perform fiscally when considering the true infrastructure burden and assuming these costs are covered from property tax revenue.

Certain development patterns will hold their value and remain positive, even with the additional cost burden, while others will decrease significantly. The results of the baseline modeling and context from other places can then be used to project how different future development scenarios would perform financially. This is especially applicable for things like Comprehensive Planning, annexation decisions, zoning code amendments and other big picture planning tasks within a city.

Level 1: Property Tax Revenue per Acre

Map the existing property tax revenue (levy) per acre basis for all parcels in the city

Level 2: Net per Acre for Current Conditions (What You Have)

Map existing property tax revenue \$ minus current operating budget funded by property taxes

Level 3: Deficit (What You Really Need)

Adds projected general fund costs and unfunded street replacement costs spread over future years

Scenario Planning

Use baseline model and context data to project fiscal performance of Future Land Use and development alternatives

Property Tax Revenue per Acre

To understand the impact of development patterns on the city's budget, it's important to look at the fiscal performance of the city's properties on a per-acre basis, rather than simply counting a given lot's overall value. Levy revenue per acre takes the actual property tax revenue amount the municipality receives from the property, and divides it by the size of the parcel to get a levy revenue per acre number. This makes it possible to compare parcels on more of an "apples to apples" basis.

Some properties may seem at first glance to be revenue winners for the city, but underperform in terms of property tax levy per acre. In this example case, the commercial lot has a much larger footprint than the residential lot but only a modest increase in the appraised value. Despite the overall higher value, the commercial lot produces less revenue per acre than the much smaller residential lot. This pattern of a higher revenue per acre on smaller lots holds true for both residential and commercial uses.

The following examples illustrate how some different lot, building, and value combinations impact the revenue/acre metric.

$$\text{Revenue/Acre} = \frac{\text{Levy collected by the city per parcel}}{\text{Parcel area (acres)}}$$



RESIDENTIAL LOT WITH SMALL FOOTPRINT

Dimensions: 50 ft x 150 ft
Area: 7,500 sqft = 0.172 acres
Assessed Value: \$52,983
Property Tax Revenue (Levy): \$198
Levy per Acre: \$1,200

COMMERCIAL LOT WITH LARGE FOOTPRINT

Dimensions: 400 ft x 300 ft
Area: 12,000 sqft = 2.75 acres
Assessed Value: \$282,070
Property Tax Revenue (Levy): \$1,732
Levy per Acre: \$630

* Does not factor in residential or commercial exemptions or sales tax

** Shapes are drawn to scale

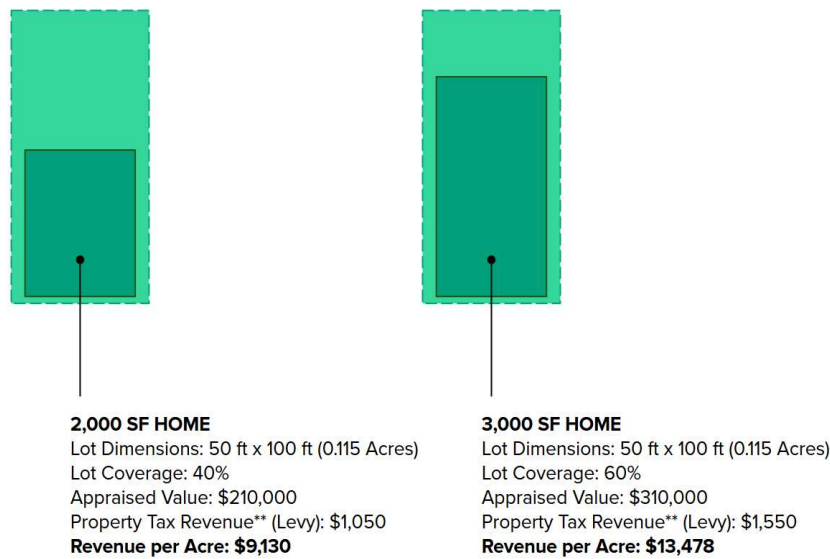
Value Capture of Development Patterns

2,000 SF Home on Different Size Lots



* Shapes are drawn to scale ** Conceptual tax rate of 0.50 used to find Levy

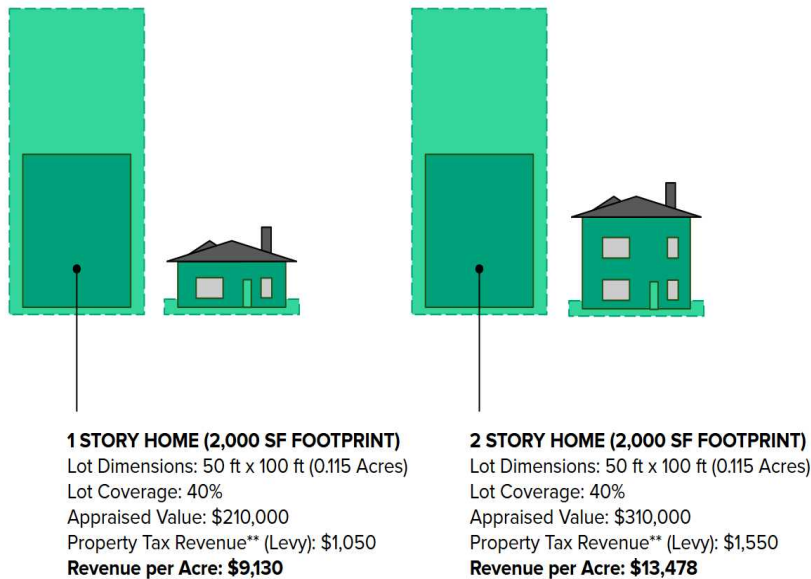
5,000 SF Lot: 1 Story Home with Different Footprint Size



* Shapes are drawn to scale
** Conceptual tax rate of 0.50 used to find Levy

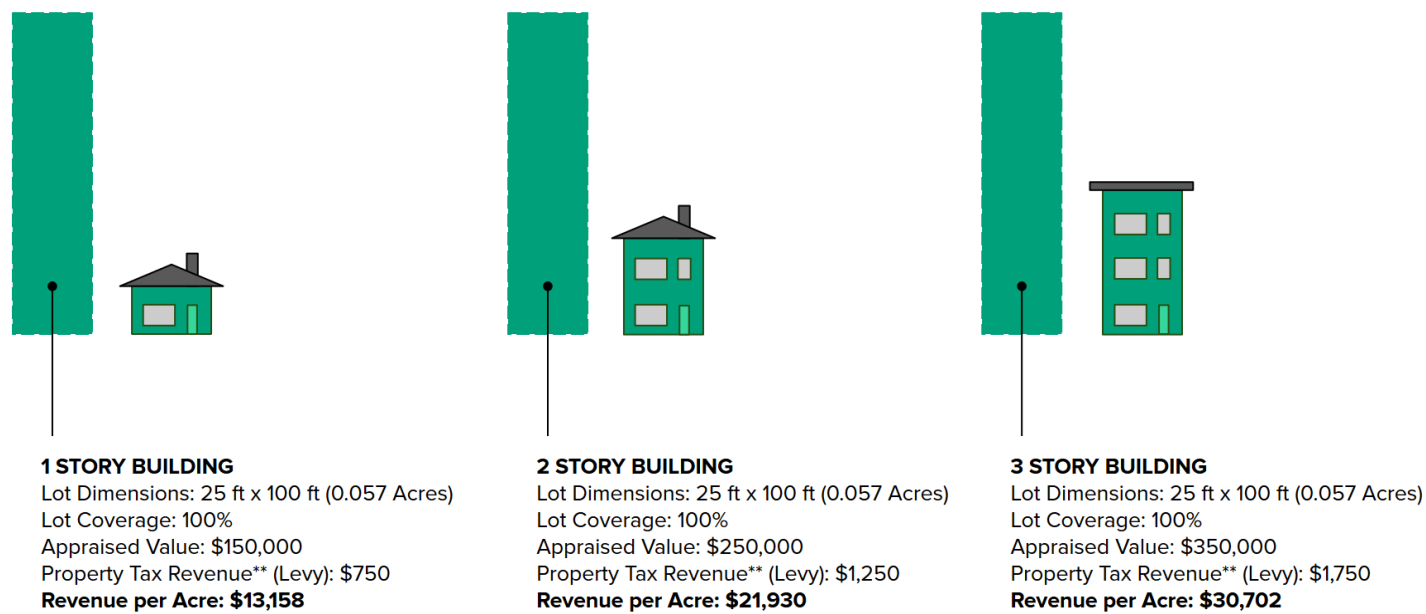
Value Capture of Development Patterns

5,000 SF Lot: 1 Story vs 2 Story with Same Building Footprint



* Shapes are drawn to scale ** Conceptual tax rate of 0.50 used to find Levy

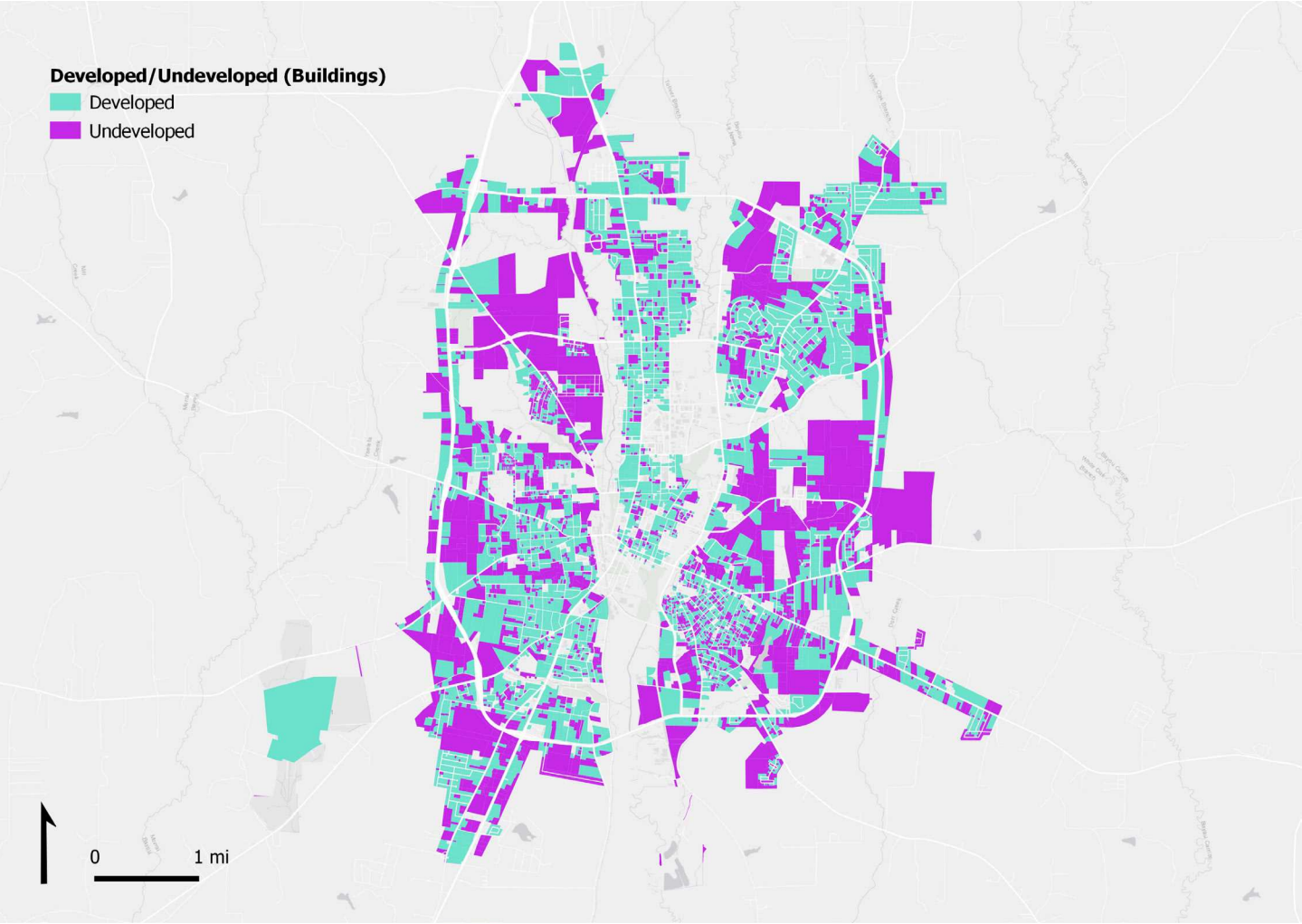
2,500 SF Lot with 1, 2, and 3 Story Buildings with Same Footprint



* Shapes are drawn to scale

** Conceptual tax rate of 0.50 used to find Levy

Developed/Undeveloped Revenues & Costs



Total Measured Levy (Developed & Undeveloped)

\$8,566,051

Total Measured Acreage

10,712 Acres

Developed & Undeveloped Areas/Proportions

Developed:	5,424Acres	50.6%
Undeveloped:	5,288 Acres	49.4%

Developed & Undeveloped Proportionate Revenue

Developed:	\$7,528,872	87.9%
Undeveloped:	\$1,037,180	12.1%

Cost/Parcel =

Parcel Acreage

Developed/Undeveloped Acreage

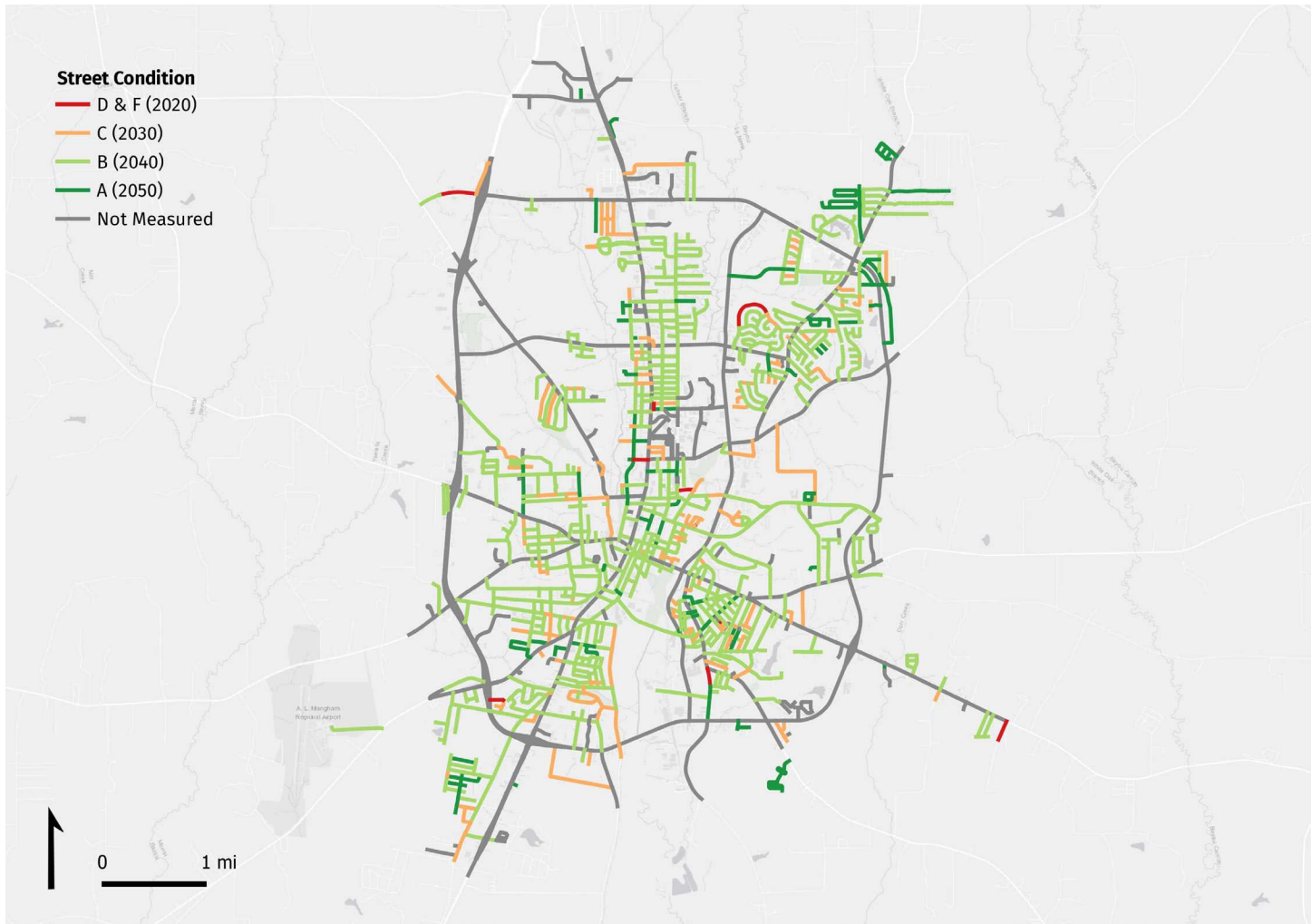
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(Developed/Undeveloped Costs)

The city's developable area (area within the city limits excluding exempt parcels and floodplain)is split roughly 50/50 between developed and undeveloped. Developed parcels generate nearly 90% of the city's property tax revenue.

For this model, general fund service costs were allocated to parcels using this same ratio so that developed parcels carry a higher percentage of costs than undeveloped parcels.

Street Condition & Replacement Costs

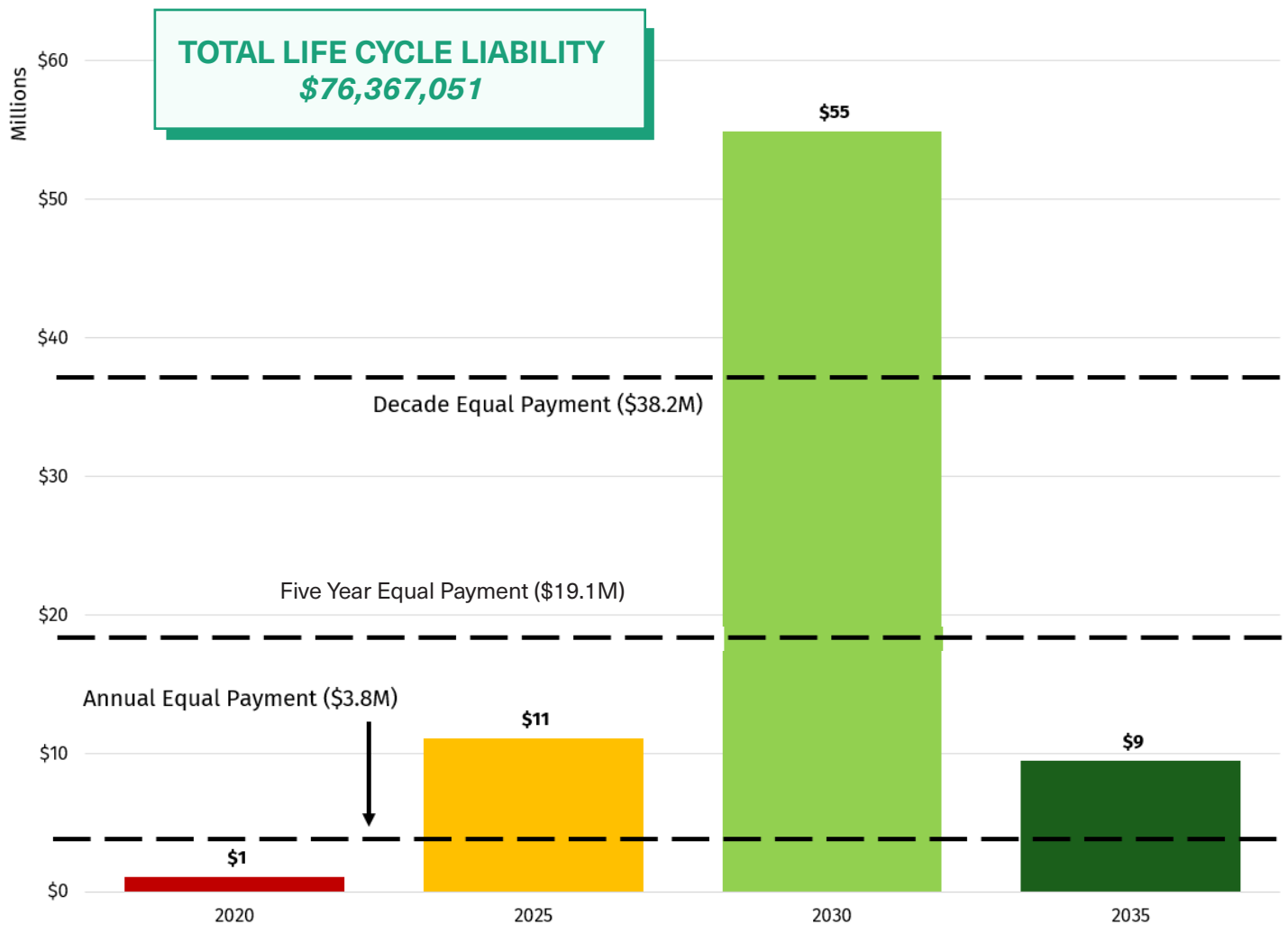


Police	\$	8,594,193	33%
Fire	\$	6,041,206	23%
General Government	\$	6,357,688	25%
Cultural & Recreational	\$	2,707,682	10%
Streets	\$	1,164,837	4%
Animal Control	\$	500,504	2%
Inspection	\$	425,482	2%
Public Works Admin	\$	123,948	0%
TOTAL EXPENDITURES	\$	25,915,540	

Nacogdoches has 144 miles of existing roadways to maintain. Using the city's provided average cost of \$210,000 per 11' lane-mile for full street replacement, this equates to roughly \$76.3M of street liabilities. This would require the city to spend on average \$3.8M per year for 20 years to replace all of the existing streets at the end of their life cycle.

The City currently spends \$1.16M per year (4% of the general fund budget) on street maintenance. Additional funds for street reconstruction projects have been secured through bond elections and occasional fund transfers, but this is not a sustainable model.

Projected Street Replacement Costs



Grade	Associated Cost	Year Replacement
D, & F	\$ 1,046,069	2020
C	\$ 11,080,753	2025
B	\$ 54,897,812	2030
A	\$ 9,444,157	2035

* Reference pavement study

A recent pavement condition study completed for the city revealed that the majority of the city's streets are in good condition (grades of A and B) and will not require full reconstruction until 2030 and beyond. Based on current funding allocations, the city should be able to address its lowest rated streets in the next decade, but additional funding will need to be secured to fund the larger replacement needs that will be coming due in 2030 and beyond.

Annual Street Cost Liability

\$76,367,051 / 20 years = \$3.8 million / year

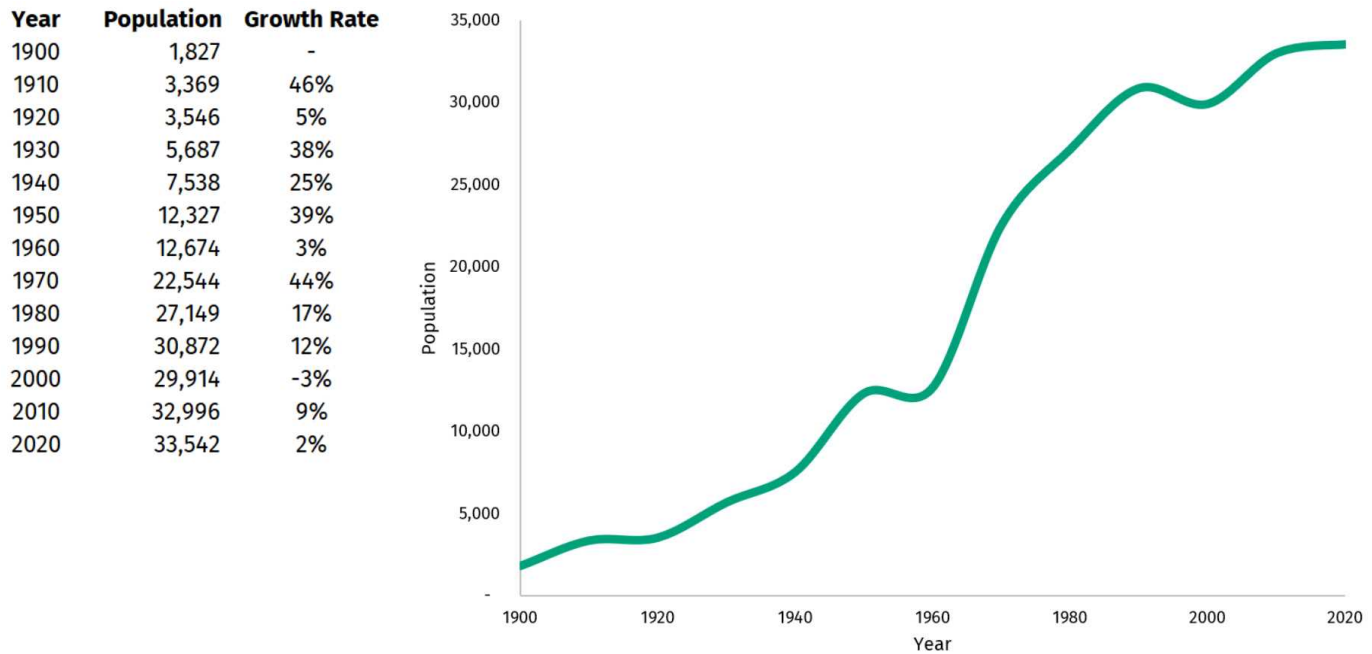
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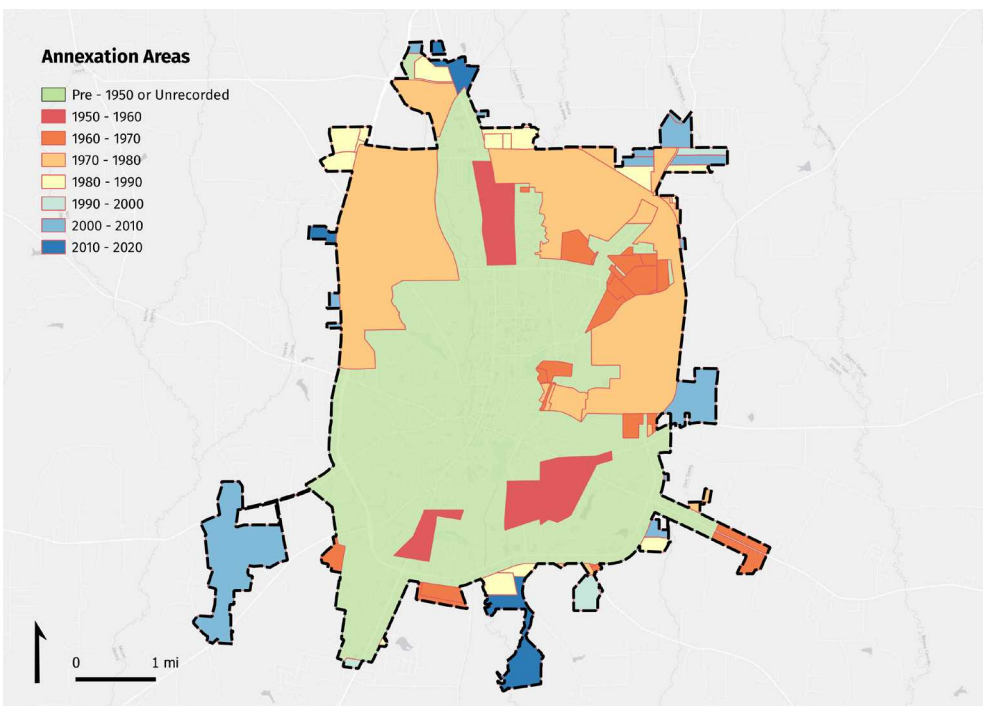
POPULATION & BUDGET ASSESSMENT

Population Growth Over Time



A city's service area and population density have a direct impact on city finances and the cost burden per capita and household. A larger service area requires more infrastructure, public safety, and other city services.

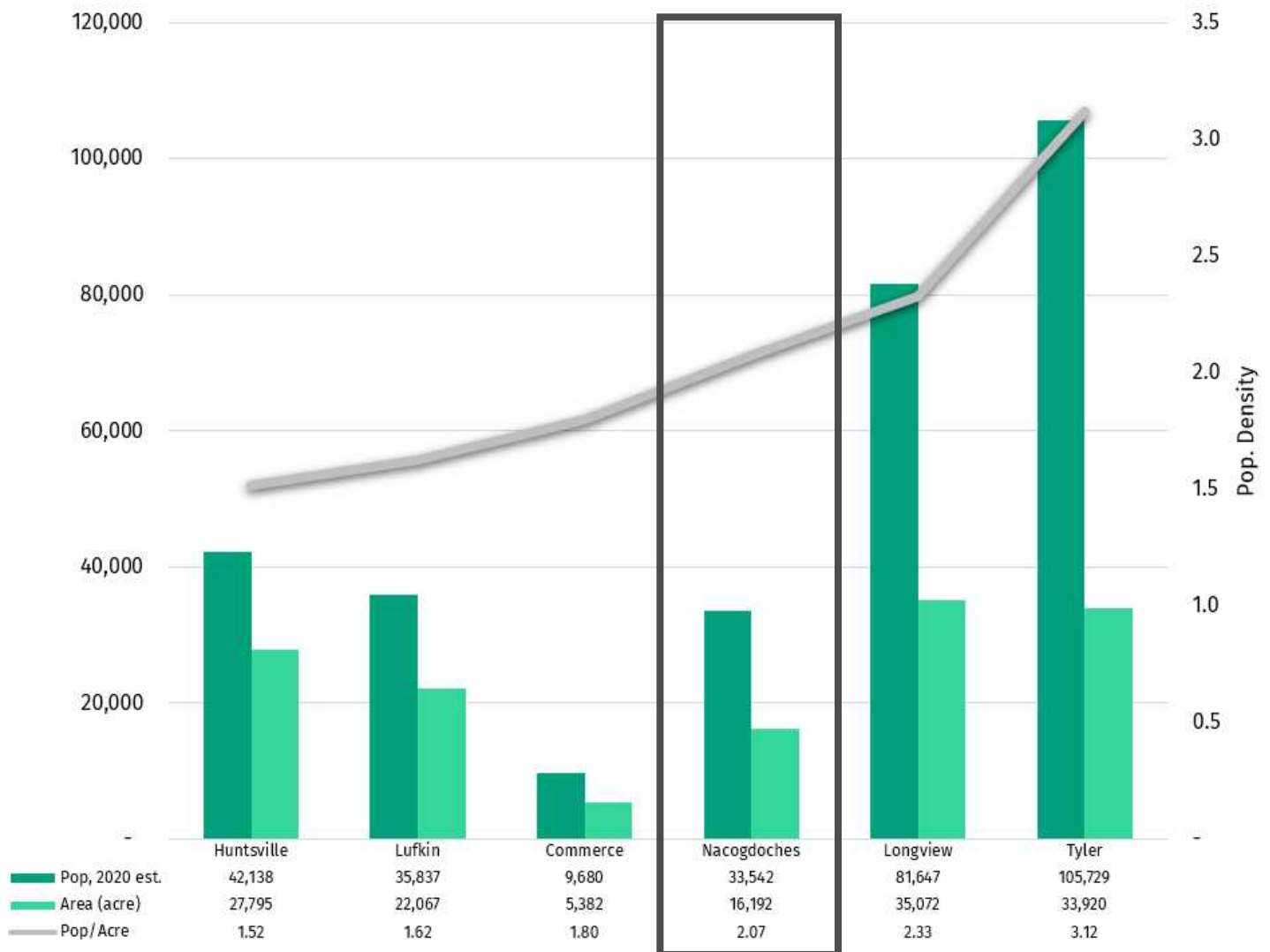
The city's land area grew by roughly double between 1950 and 2020. During this same time, the population grew by 2.7 times. This increased population density helps distribute the cost burden of the city across more properties (and their owners). However, the city's density is still relatively low.



Year	Population	Growth Rate
1900	1,827	-
1910	3,369	46%
1920	3,546	5%
1930	5,687	38%
1940	7,538	25%
1950	12,327	39%
1960	12,674	3%
1970	22,544	44%
1980	27,149	17%
1990	30,872	12%
2000	29,914	-3%
2010	32,996	9%
2020	33,542	2%

Benchmarks: Population and Density

These charts show how Nacogdoches' population and density compares to other cities. These benchmarks are helpful when evaluating the impacts service area and population density have on service costs, tax rates, and required home values.



City	Pop, 2020 est.	GF Revenue, 2020	Area (acre)	Pop/Acre
Huntsville	42,138	\$ 25,843,684	27,795	1.52
Lufkin	35,837	\$ 34,583,041	22,067	1.62
Commerce	9,680	\$ 7,073,761	5,382	1.80
Nacogdoches	33,542	\$ 26,180,909	16,192	2.07
Longview	81,647	\$ 73,350,490	35,072	2.33
Tyler	105,729	\$ 68,259,770	33,920	3.12

** Sourced from the US Census Population Estimation

City	Tax Rate	GF/Capita	GF/Acre	GF/Household
Huntsville	0.314800	\$ 613.31	\$ 929.80	\$ 1,545.54
Lufkin	0.531135	\$ 965.01	\$ 1,567.18	\$ 2,431.82
Commerce	0.820000	\$ 730.76	\$ 1,314.34	\$ 1,841.52
Nacogdoches	0.616000	\$ 780.54	\$ 1,616.90	\$ 1,966.96
Longview	0.509900	\$ 898.39	\$ 2,091.43	\$ 2,263.93
Tyler	0.244452	\$ 645.61	\$ 2,012.38	\$ 1,626.94

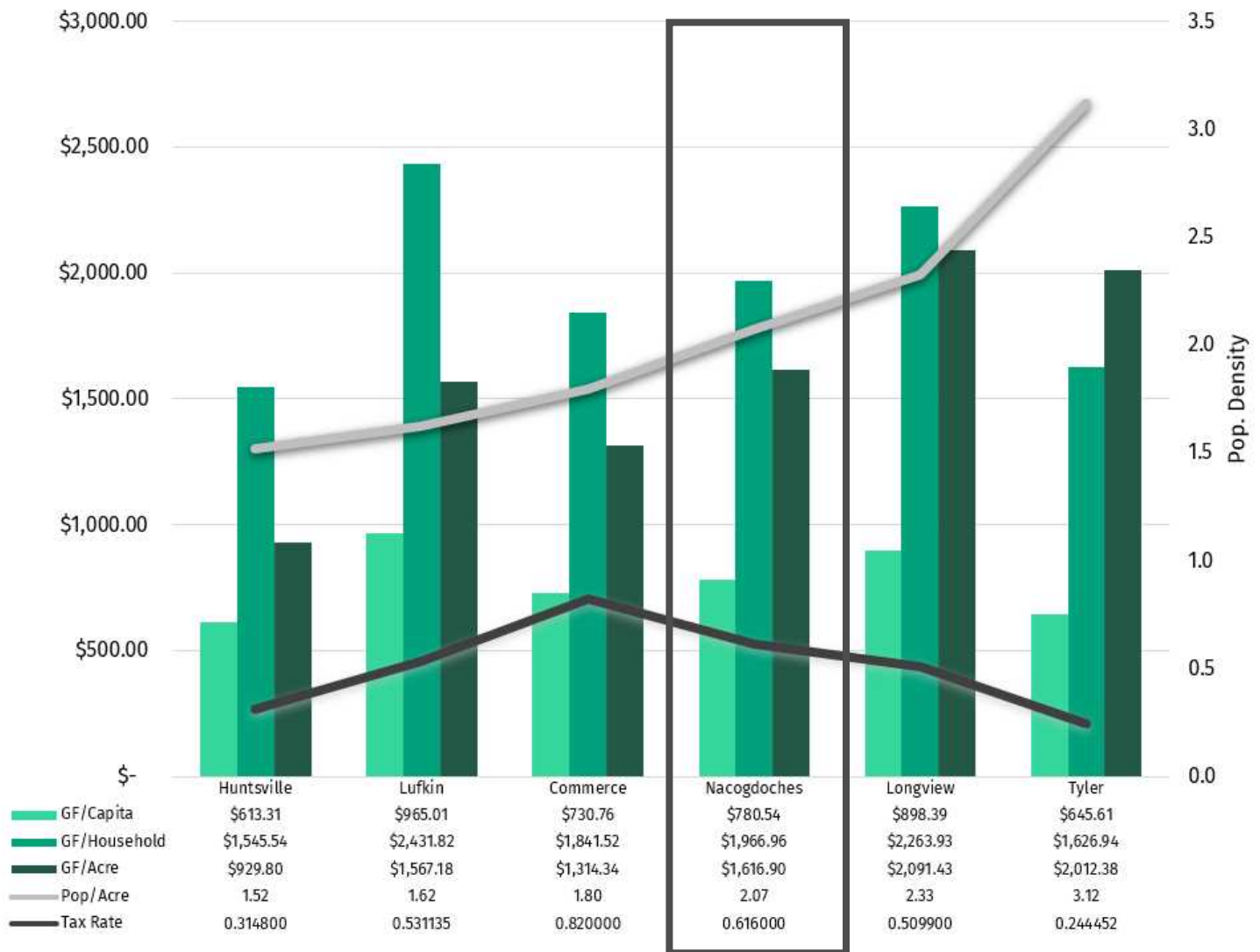
Benchmarks: General Fund (per Capita, Household, Acre)

These charts show how Nacogdoches' general fund compares to other cities in terms of per capita, per household, and per acre. Typically, cities that are older and/or larger tend to have higher general fund per acre costs. This reflects the additional staff, infrastructure, and amenities that are required to serve larger geographic areas, larger populations, and older infrastructure.

General Fund per Acre

Current: \$1,617

Portion paid by property tax: \$598

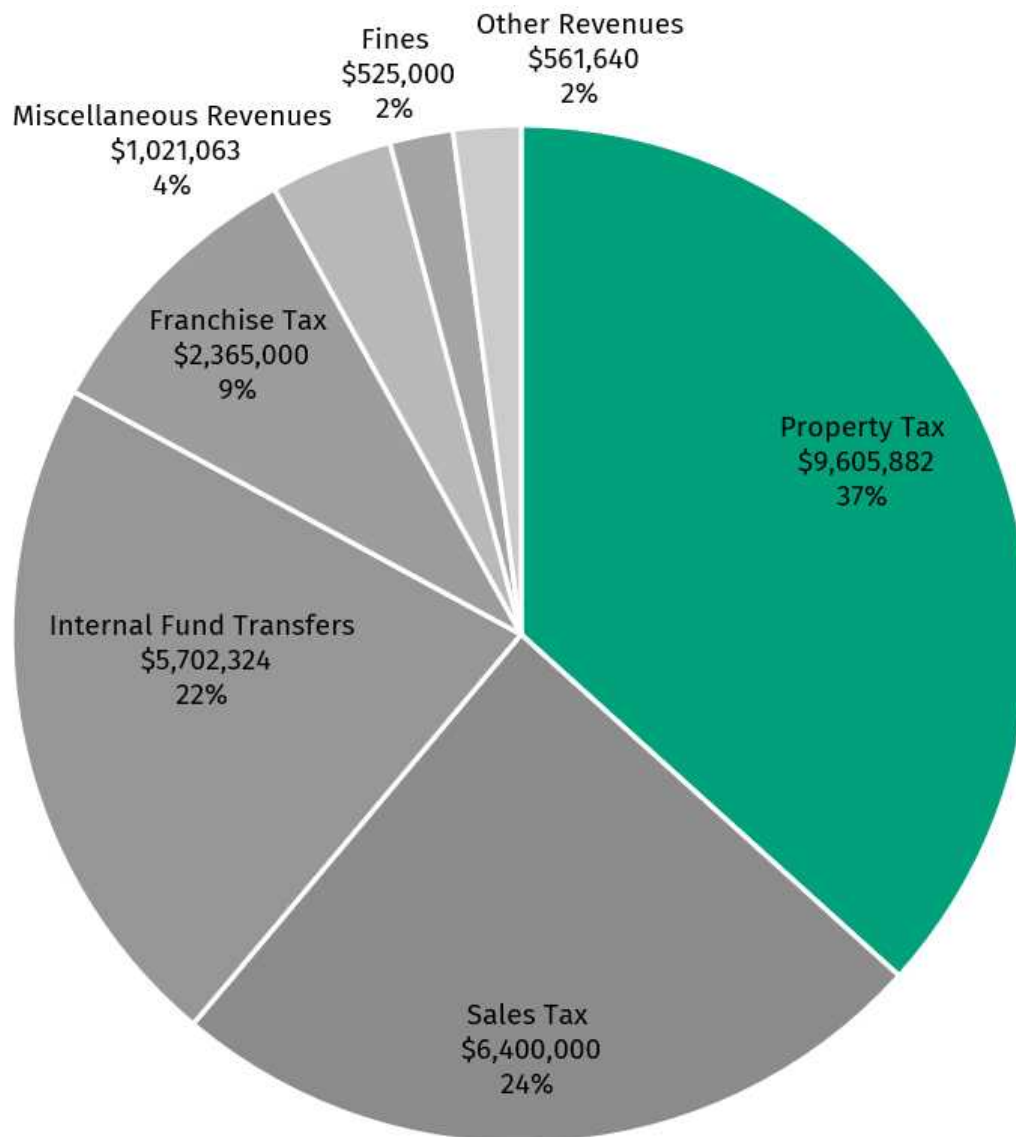


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General Fund Revenue (FY 20/21 Budget)

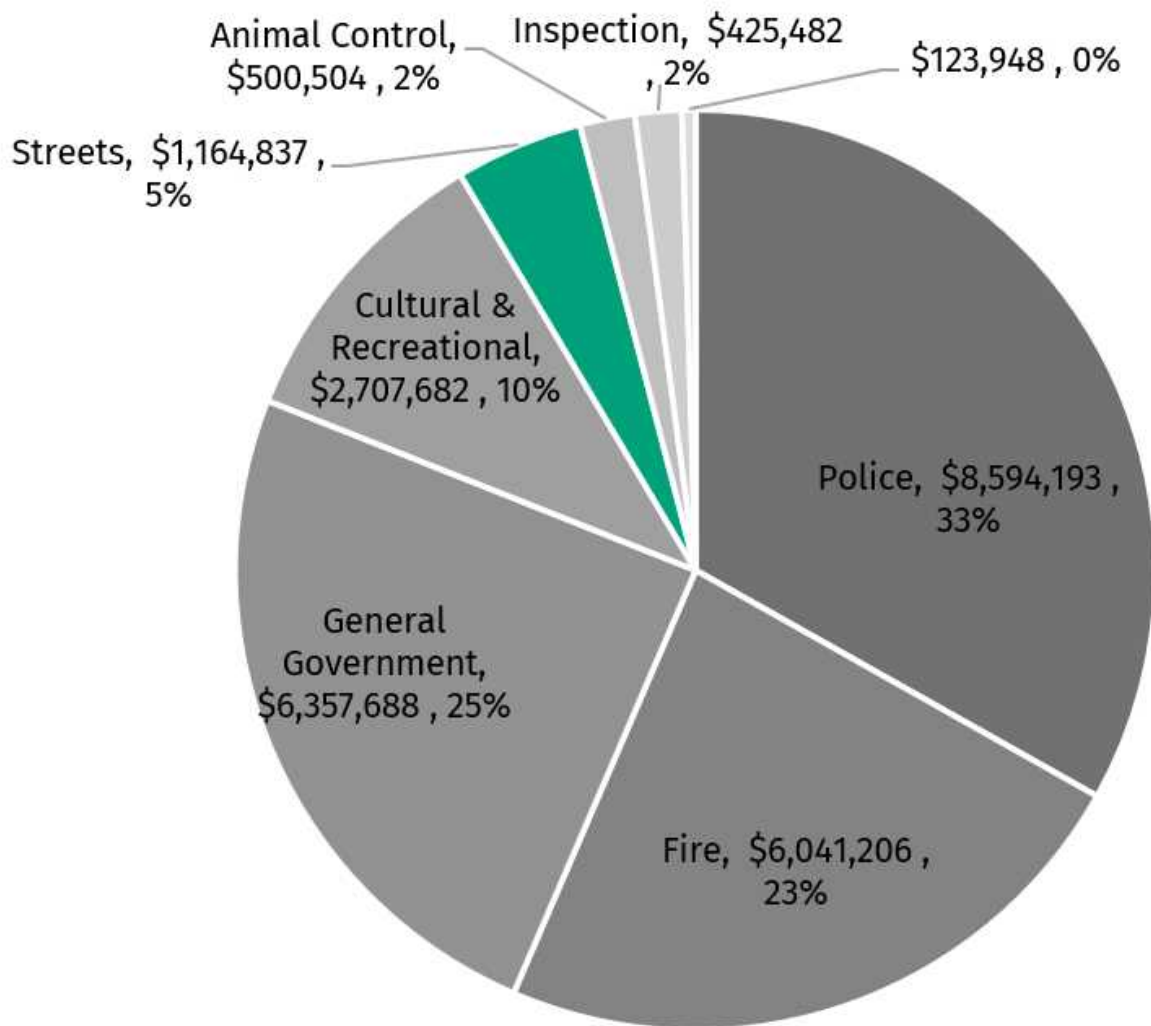


This chart shows how the general fund for the current budget year is split by revenue sources. **Property tax makes up 37% of the general fund revenue.** Unlike sales tax and other development related fees that can vary widely, property tax revenues are fairly stable and predictable. When property tax revenue can cover a larger percentage of basic needs, it frees up sales tax revenue to be invested in quality of life amenities and growth opportunities, as opposed to being relied on to cover basic city operations and services. The common way to raise property tax revenue is by raising the tax rate, but additional revenues can also be generated by building more fiscally productive development that generates higher property tax revenue per acre.

Property Tax	\$ 9,605,882	37%
Sales Tax	\$ 6,400,000	24%
Internal Fund Transfers	\$ 5,702,324	22%
Franchise Tax	\$ 2,365,000	9%
Miscellaneous Revenues	\$ 1,021,063	4%
Fines	\$ 525,000	2%
Other Revenues	\$ 561,640	2%
TOTAL RESOURCES	\$ 26,180,909	

*Information sourced from City of Nacogdoches 2020-2021 Draft Budget ** Other includes Permits, Current Service Charges, Interest, and Intergov Receipts

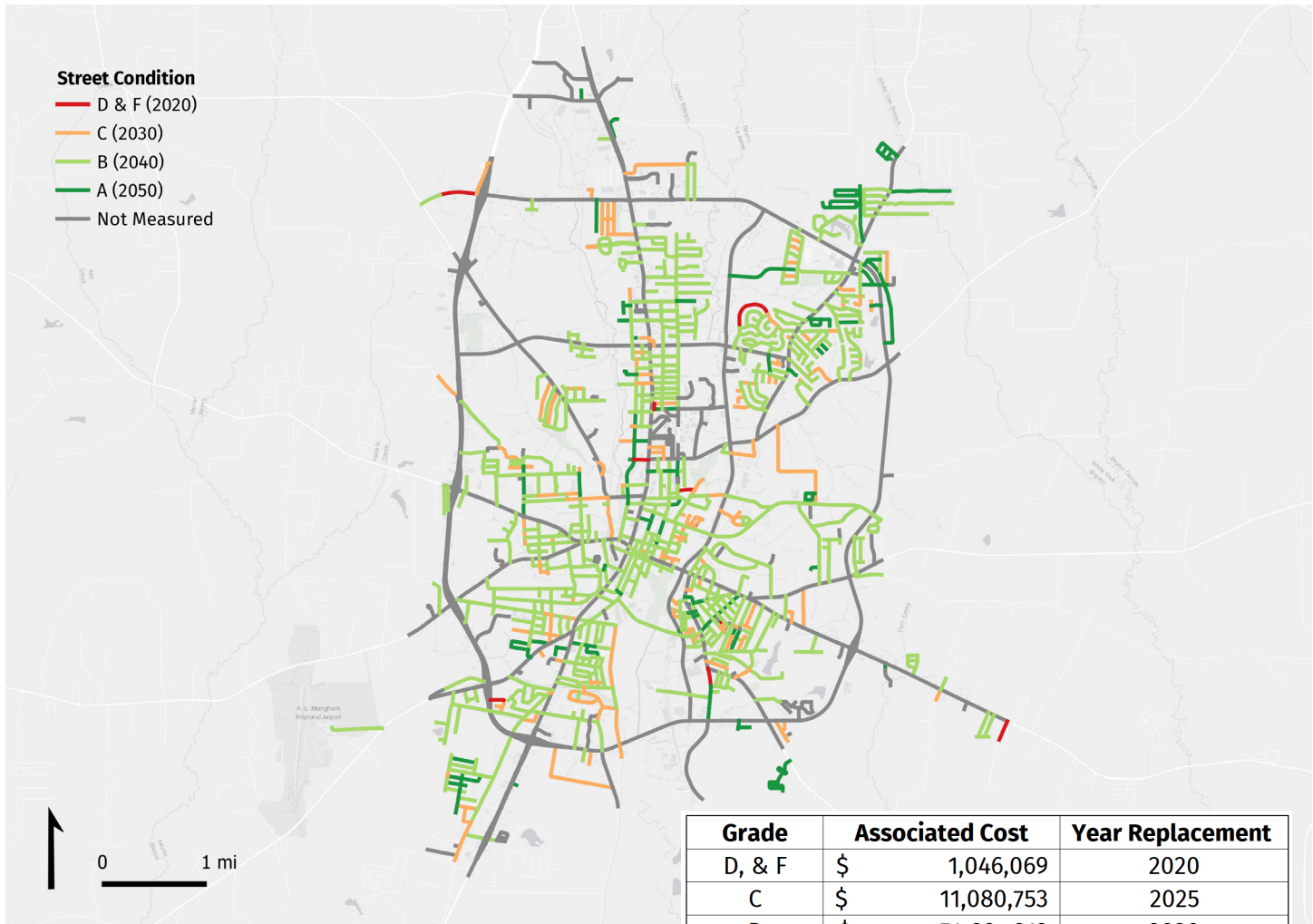
General Fund Expenditures (FY 20/21 Budget)



This chart shows how the general fund expenditures for the current budget year are broken out by categories. 57% is allocated to public safety. The street budget, highlighted in green, is \$1.34 million, or 5% of the city's annual general fund expenditures. Like most communities, this is well below the funding required to cover ongoing maintenance and replacement of all of the city's thoroughfares and residential streets.

Police	\$	8,594,193	33%
Fire	\$	6,041,206	23%
General Government	\$	6,357,688	25%
Cultural & Recreational	\$	2,707,682	10%
Streets	\$	1,164,837	4%
Animal Control	\$	500,504	2%
Inspection	\$	425,482	2%
Public Works Admin	\$	123,948	0%
TOTAL EXPENDITURES	\$	25,915,540	

Est. General Fund / Acre to Break Even



Current Citywide General Fund / Acre

\$26.18 million (General Fund) / 16,192 Acres (City Limits) = **\$1,617 General Fund / Acre**

Average GF / Acre sourced from Property Tax

\$1,617 (GF/Acre) x 0.37 (Percent of GF from Prop. Tax) = **\$598 Avg. GF/Acre from Prop. Tax**

Annual Street Cost Deficit / Acre

\$3,818,853 (Annual Street Cost) / 16,192 Acres = **\$236 Deficit /Acre**

Break Even Property Tax Revenue / Acre (Parcel Average)

\$598 + \$236 = **\$834 Prop. Tax / Acre**

Break Even General Fund / Acre (Citywide)

\$1,617 + \$236 = **\$1,853 General Fund / Acre (Amount estimated to break even with street costs)**

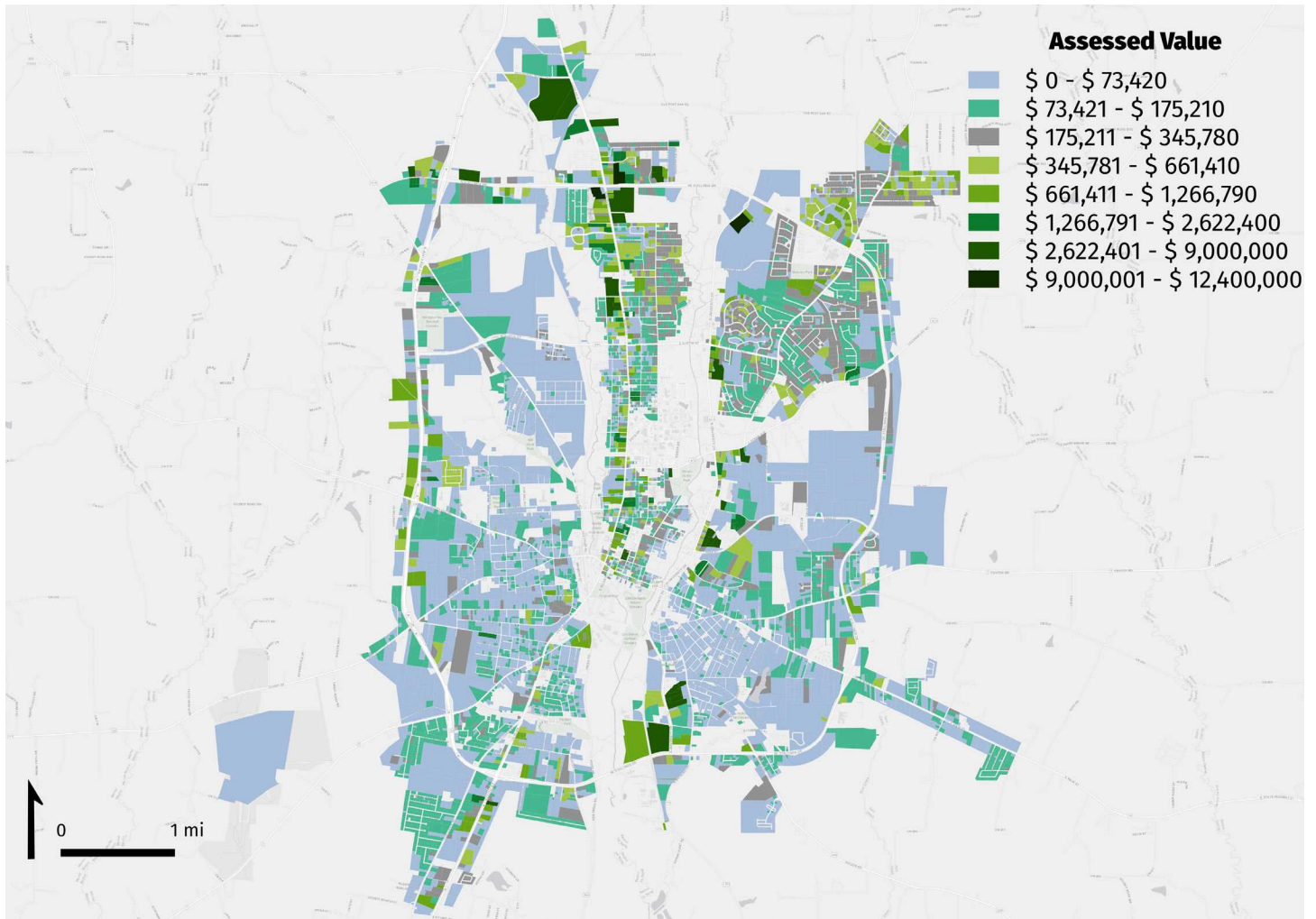
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3.

LAND USE FISCAL ANALYSIS

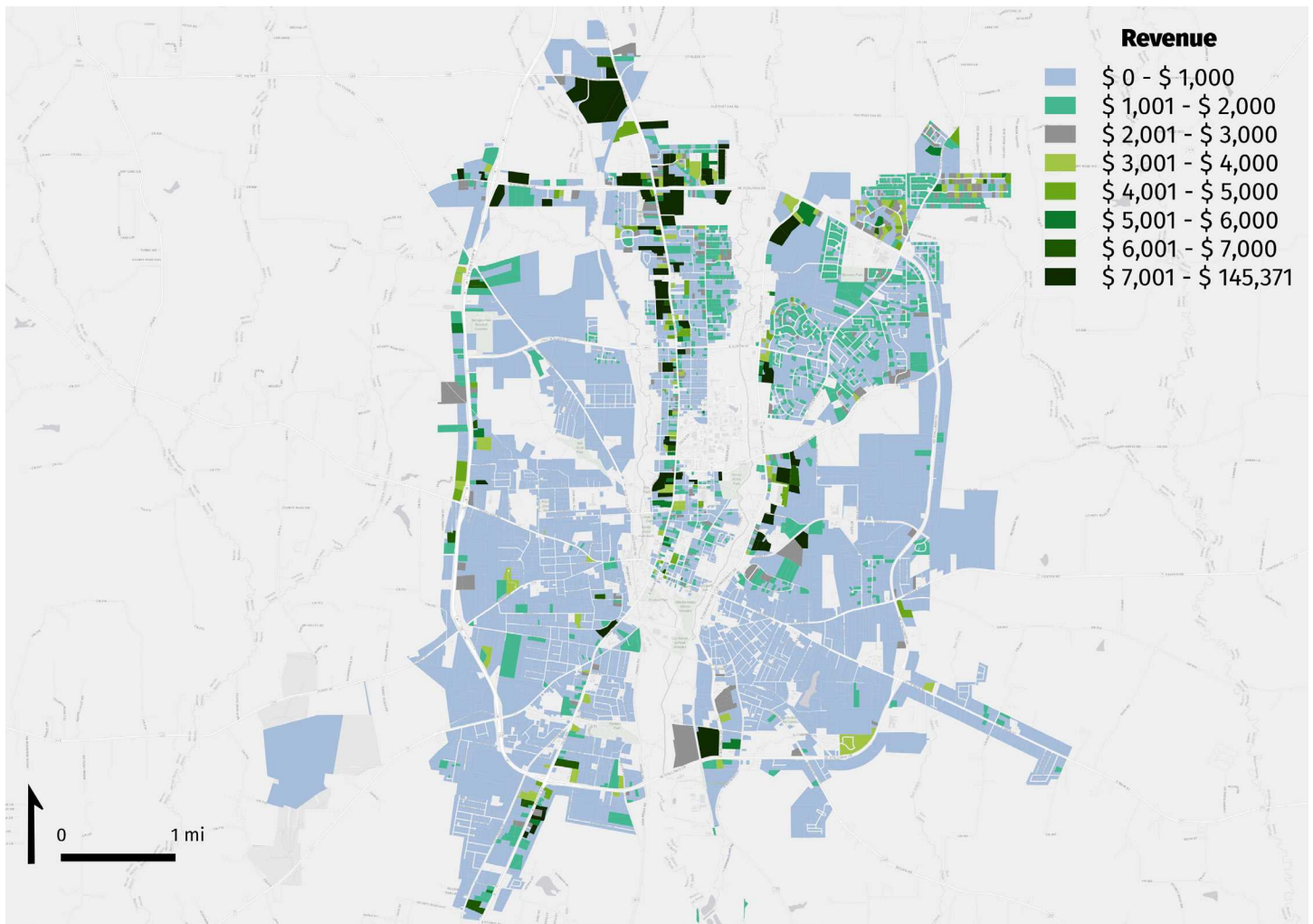
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Assessed Value (2019)



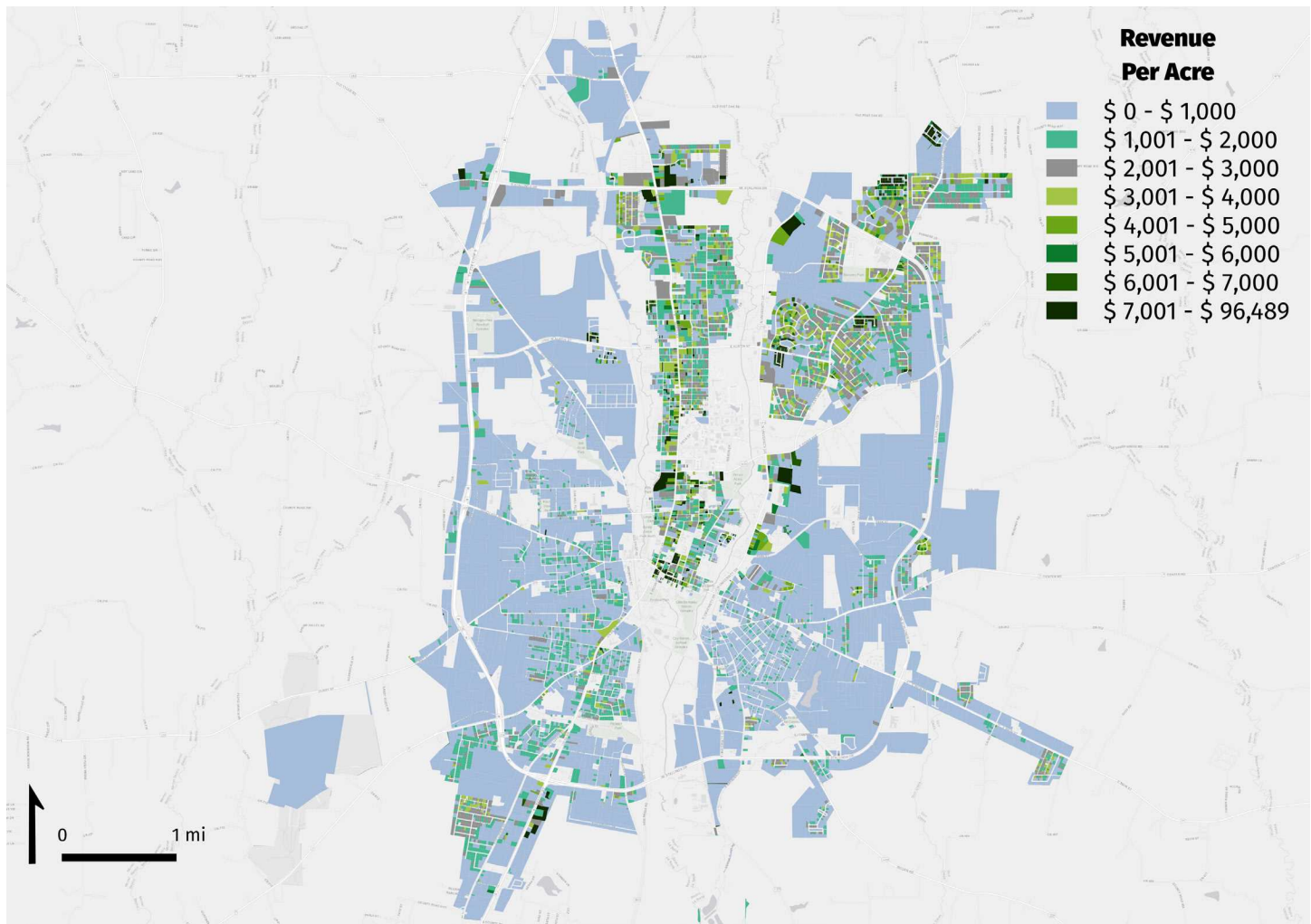
This map illustrates the assessed value for parcels in the city according to the 2019 certified tax rolls. Parcels with very low values (shown in light blue) tend to be undeveloped parcels.

Property Tax Revenue by Parcel (2019)



This map shows the property tax revenue for each parcel. A significant amount of parcels in Nacogdoches have a prop. tax revenue value under \$1,000.

Property Tax Revenue Per Acre (2019)



The property tax revenue per acre metric allows a more “apples to apples” comparison of development patterns. This map shows the property tax revenue per acre for each parcel. Properties that are exempt from property tax (such as civic buildings and churches) generate no revenue for the city, but do consume services. These properties are shown in light blue on the map.

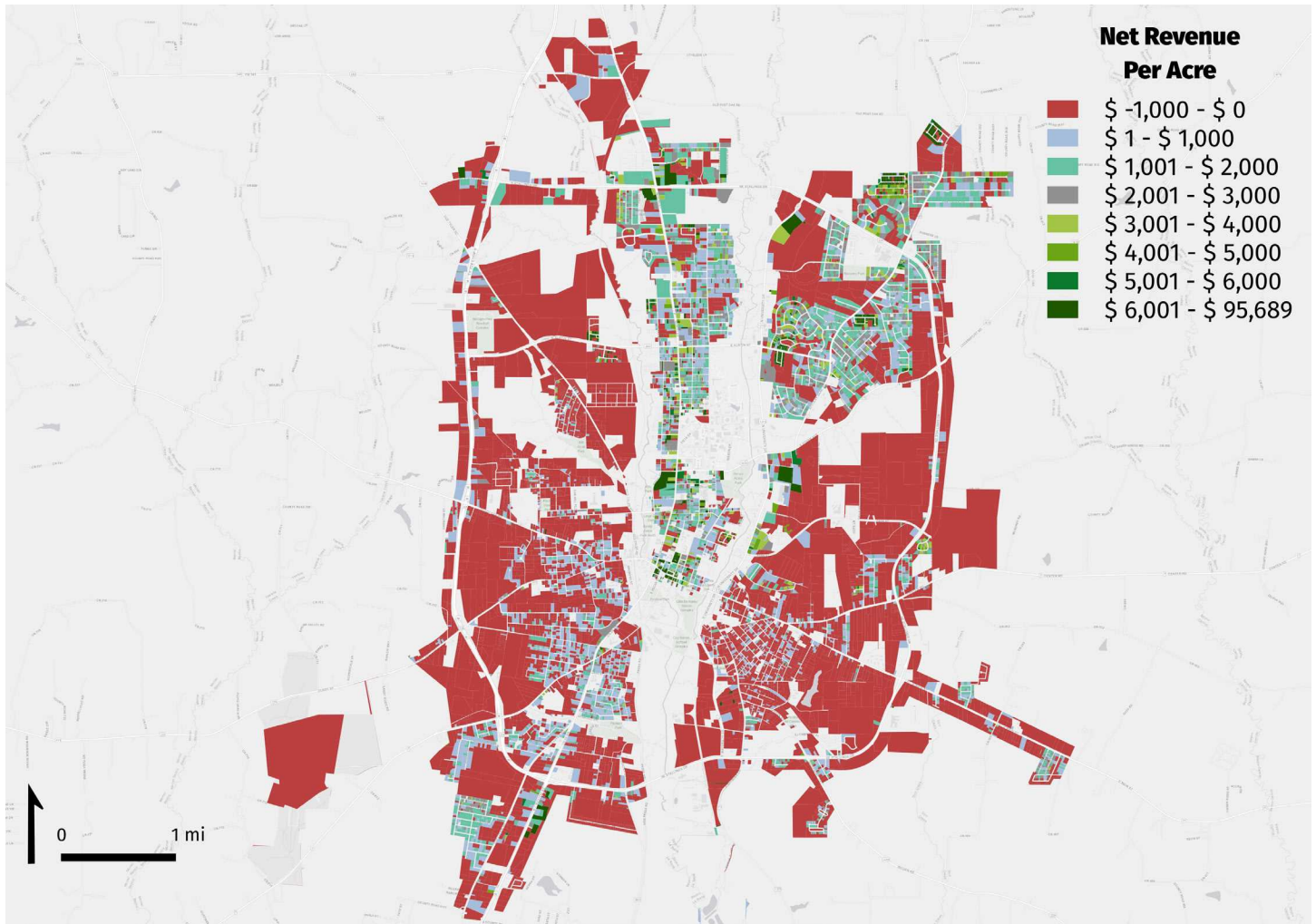
There are a few numbers that will help evaluate this map.

- Nacogdoches' current general fund per acre is around \$1,600, with 37% of this coming from property taxes. This means in current conditions, properties must generate roughly \$600/acre to “break even.”
- A reasonable target for Nacogdoches to work toward in order to cover future liabilities such as infrastructure and additional services would be to have parcels generating

\$1,000 or higher in property tax revenue per acre. If you review the revenue per acre map and analysis table with the \$1,000 target in mind, this means that 78% of parcels and 63% of the city's land area is not generating enough property tax revenue to cover current and anticipated costs.

Value Ranges	Count	% Parcel	Acreage	% Area
\$0 - \$1,000	7288	78%	3871.74	63%
\$1,000 - \$2,000	1570	24%	1082.65	12%
\$2,000 - \$3,000	258	4%	264.12	3%
\$3,000 - \$4,000	123	2%	228.94	3%
\$4,000 - \$5,000	42	1%	101.60	1%
\$5,000 - 6,000	28	0%	65.75	1%
\$6,000 - 7,000	17	0%	57.67	1%
\$7,000 - \$145,371	73	1%	434.12	5%

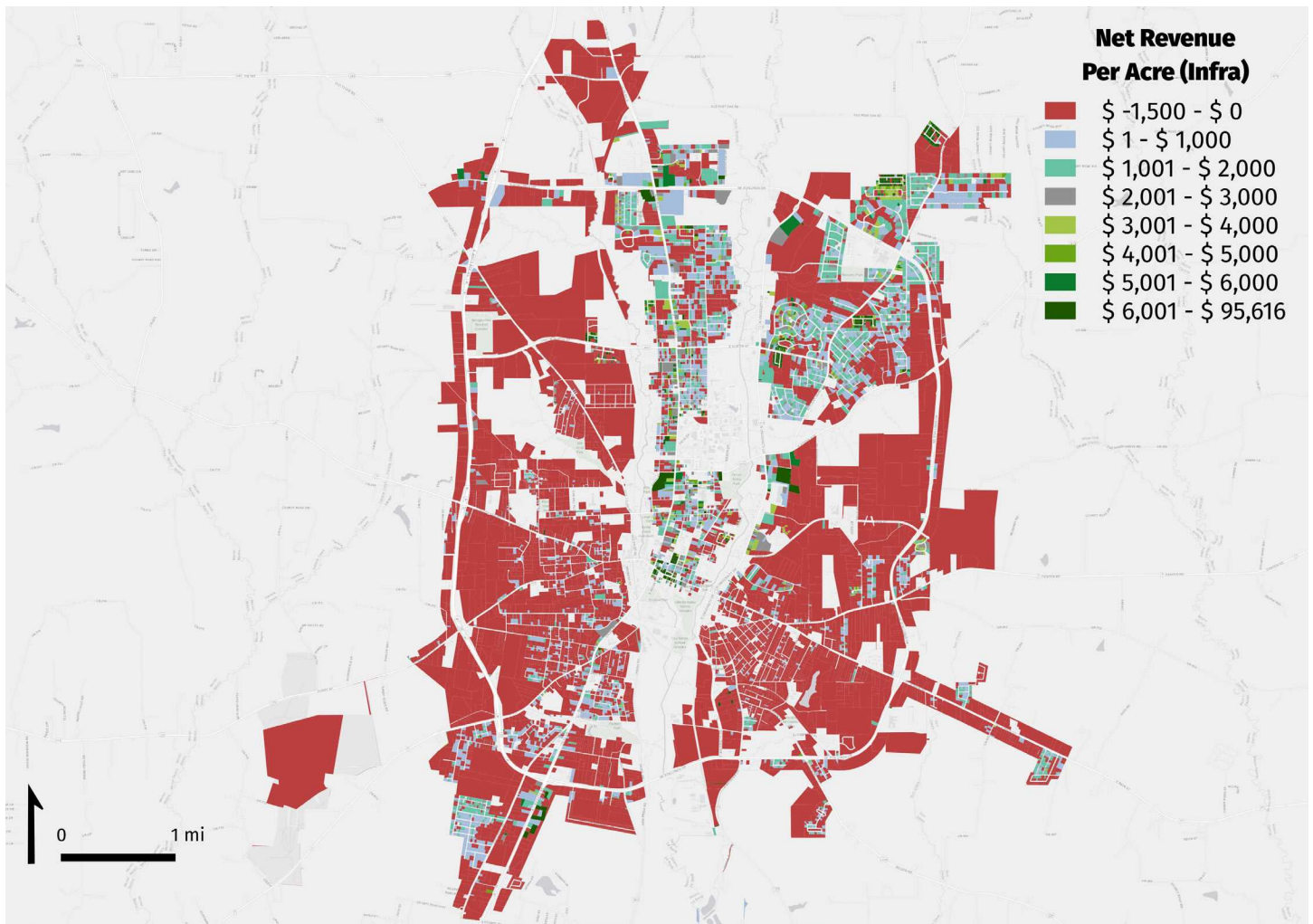
Net Revenue per Acre (Current Budget)



A more nuanced way to evaluate the performance of parcels under current budget conditions is to allocate general fund costs paid from property tax to the individual parcels. This map shows the net revenue per acre for current budget conditions. This is calculated by taking the levy/acre value for the parcel and then subtracting the portion of general fund costs that's been allocated to that parcel.

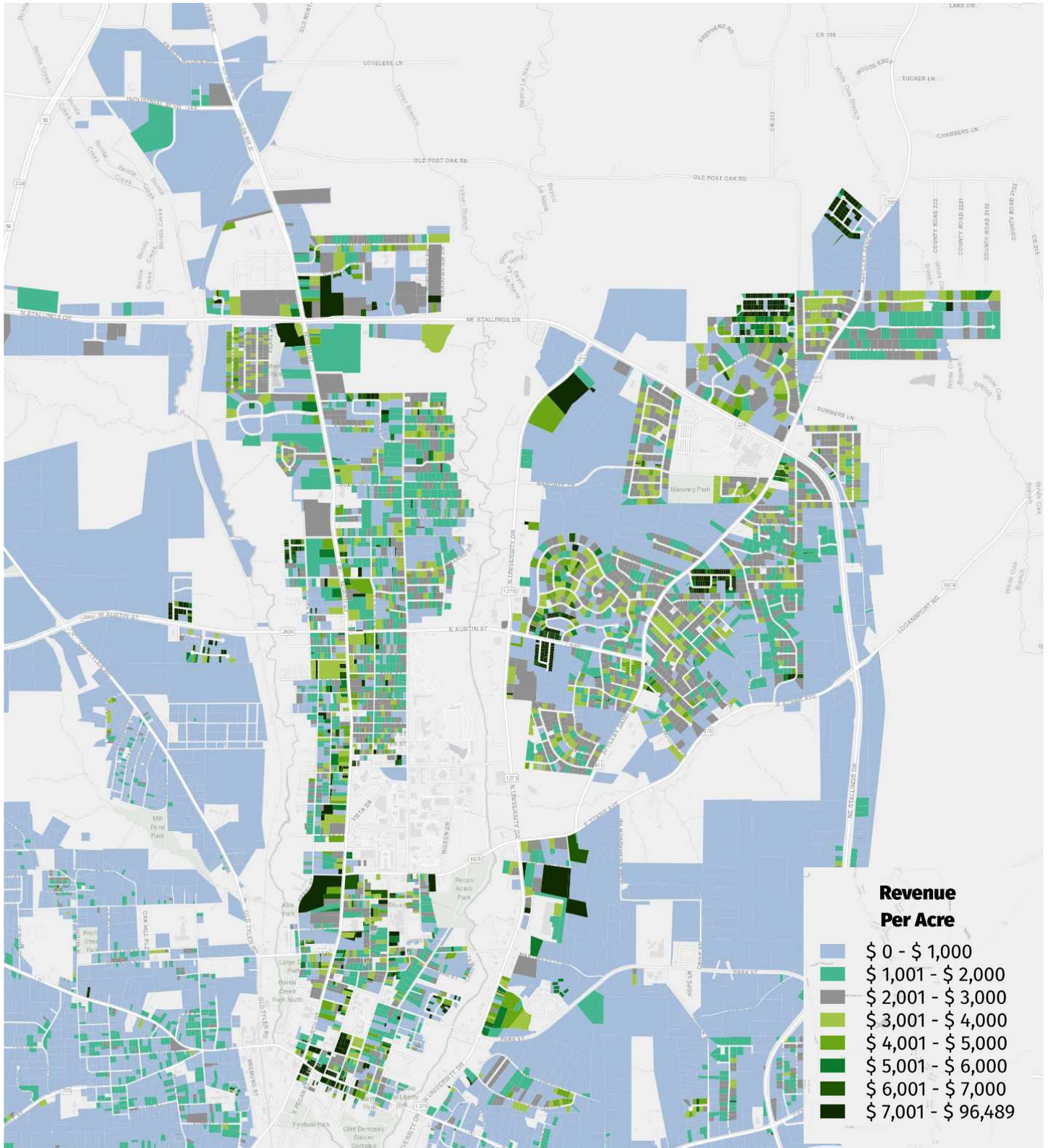
This map is essentially a "profit and loss" map for current budget conditions. Parcels shown in red or white cost more to serve than they generate in property taxes, while the parcels shown in blue and green generate more than they cost to serve.

Net Revenue per Acre (Budget + Costs)



This map reflects the final step in the analysis, which is to model how development patterns perform when unfunded street costs are factored in. This map reveals that when the full costs of development are considered, a very small percentage of the city's service area is generating positive cash flow.

Property Tax Revenue per Acre (2019): North Nacogdoches



Analysis Summary: State Land Use

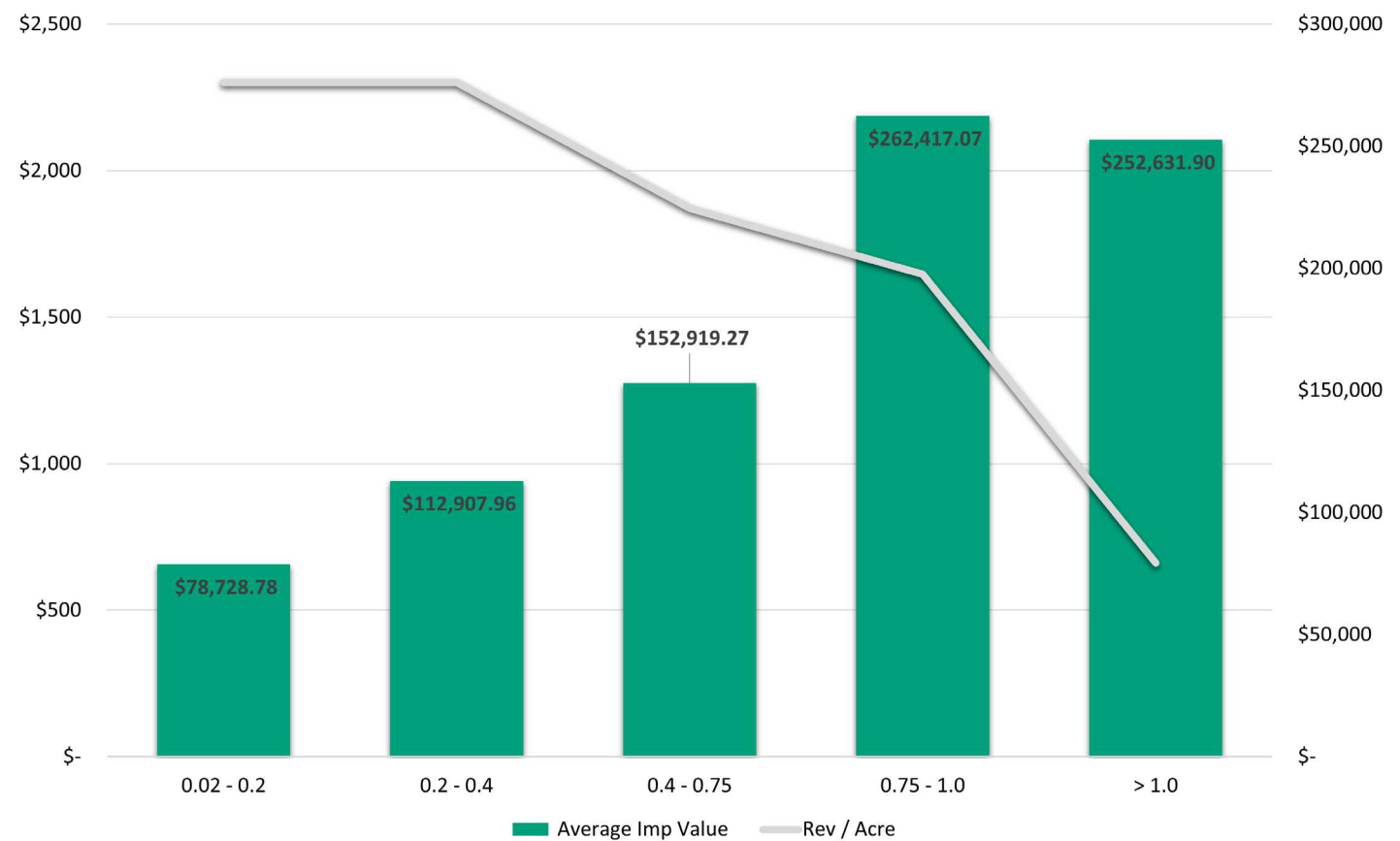
Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Single Family	All	\$ 3,425,443	\$ 1,661	\$ 132,855	\$ 862	\$ 1.08	\$ 229	\$ 0.16
	0.02 - 0.2	\$ 204,825	\$ 2,300	\$ 78,729	\$ 1,501	\$ 1.88	\$ 868	\$ 0.61
	0.2 - 0.4	\$ 1,554,856	\$ 2,301	\$ 112,908	\$ 1,502	\$ 1.88	\$ 868	\$ 0.61
	Acreage 0.4 - 0.75	\$ 973,477	\$ 1,871	\$ 152,919	\$ 1,072	\$ 1.34	\$ 438	\$ 0.31
	Sizes 0.75 - 1.0	\$ 298,515	\$ 1,647	\$ 262,417	\$ 848	\$ 1.06	\$ 214	\$ 0.15
	> 1.0	\$ 393,770	\$ 661	\$ 252,632	\$ (138)	\$ (0.17)	\$ (771)	\$ (0.54)
Multifamily	All	\$ 1,609,223	\$ 1,326	\$ 112,358	\$ 527	\$ 0.66	\$ (107)	\$ (0.07)
	0.02 - 0.2	\$ 506,271	\$ 3,081	\$ 72,266	\$ 2,282	\$ 2.85	\$ 1,648	\$ 1.15
	Acreage 0.2 - 0.4	\$ 445,175	\$ 1,507	\$ 80,996	\$ 708	\$ 0.89	\$ 75	\$ 0.05
	Sizes 0.4 - 0.75	\$ 175,555	\$ 967	\$ 105,033	\$ 168	\$ 0.21	\$ (466)	\$ (0.33)
	0.75 - 1.0	\$ 38,097	\$ 630	\$ 138,816	\$ (169)	\$ (0.21)	\$ (802)	\$ (0.56)
	> 1.0	\$ 444,126	\$ 868	\$ 565,613	\$ 68	\$ 0.09	\$ (565)	\$ (0.39)
Commercial	All	\$ 2,212,094	\$ 1,700	\$ 243,662	\$ 901	\$ 1.13	\$ 267	\$ 0.19
	<= .25	\$ 249,909	\$ 3,104	\$ 118,182	\$ 2,305	\$ 2.89	\$ 1,672	\$ 1.17
	Acreage 0.25 - 0.5	\$ 267,909	\$ 2,053	\$ 126,919	\$ 1,253	\$ 1.57	\$ 620	\$ 0.43
	Sizes 0.5 - 1	\$ 253,513	\$ 1,579	\$ 162,326	\$ 780	\$ 0.98	\$ 146	\$ 0.10
	> 1	\$ 1,440,764	\$ 1,550	\$ 682,730	\$ 750	\$ 0.94	\$ 117	\$ 0.08
	Undeveloped	\$ 1,037,180	\$ 196	\$ 88,457	\$ (604)	\$ (0.75)	\$ (676)	\$ (0.78)

This chart summarizes how the parcels in different land use categories and lot sizes perform for current budget conditions.

Analysis Summary: Zoning

Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Single Family 1 (SF)	All	\$ 3,425,443	\$ 1,661	\$ 132,855	\$ 862	\$ 1.08	\$ 229	\$ 0.16
	0.02 - 0.2	\$ 204,825	\$ 2,300	\$ 78,729	\$ 1,501	\$ 1.88	\$ 868	\$ 0.61
Acreage	0.2 - 0.4	\$ 1,554,856	\$ 2,301	\$ 112,908	\$ 1,502	\$ 1.88	\$ 868	\$ 0.61
Sizes	0.4 - 0.75	\$ 973,477	\$ 1,871	\$ 152,919	\$ 1,072	\$ 1.34	\$ 438	\$ 0.31
	0.75 - 1.0	\$ 298,515	\$ 1,647	\$ 262,417	\$ 848	\$ 1.06	\$ 214	\$ 0.15
	> 1.0	\$ 393,770	\$ 661	\$ 252,632	\$ (138)	\$ (0.17)	\$ (771)	\$ (0.54)
Two Family (TF)	All	\$ 345,278	\$ 627	\$ 40,739	\$ (173)	\$ (0.22)	\$ (806)	\$ (0.56)
	0.02 - 0.2	\$ 82,696	\$ 1,051	\$ 26,162	\$ 251	\$ 0.31	\$ (382)	\$ (0.27)
Acreage	0.2 - 0.4	\$ 145,054	\$ 985	\$ 45,201	\$ 186	\$ 0.23	\$ (447)	\$ (0.31)
Sizes	0.4 - 0.75	\$ 60,528	\$ 641	\$ 54,128	\$ (158)	\$ (0.20)	\$ (791)	\$ (0.55)
	0.75 - 1.0	\$ 11,009	\$ 367	\$ 47,577	\$ (432)	\$ (0.54)	\$ (1,066)	\$ (0.74)
	> 1.0	\$ 45,990	\$ 229	\$ 90,870	\$ (570)	\$ (0.71)	\$ (1,204)	\$ (0.84)
Planned Development (PD)	All	\$ 579,162	\$ 4,132	\$ 189,797	\$ 3,333	\$ 4.17	\$ 2,699	\$ 1.88
	0.02 - 0.2	\$ 345,137	\$ 7,364	\$ 162,028	\$ 6,565	\$ 8.21	\$ 5,931	\$ 4.14
Acreage	0.2 - 0.4	\$ 126,016	\$ 3,552	\$ 162,129	\$ 2,753	\$ 3.44	\$ 2,119	\$ 1.48
Sizes	0.4 - 0.75	\$ 37,949	\$ 2,628	\$ 239,266	\$ 1,829	\$ 2.29	\$ 1,196	\$ 0.83
	0.75 - 1.0	\$ 14,069	\$ 2,318	\$ 863,341	\$ 1,519	\$ 1.90	\$ 886	\$ 0.62
	> 1.0	\$ 55,991	\$ 1,501	\$ 594,451	\$ 702	\$ 0.88	\$ 68	\$ 0.05
Multifamily (MF)	All	\$ 684,783	\$ 1,311	\$ 170,593	\$ 512	\$ 0.64	\$ (122)	\$ (0.09)
	0.02 - 0.2	\$ 78,438	\$ 2,024	\$ 48,201	\$ 1,225	\$ 1.53	\$ 591	\$ 0.41
Acreage	0.2 - 0.4	\$ 174,104	\$ 1,545	\$ 101,696	\$ 746	\$ 0.93	\$ 113	\$ 0.08
Sizes	0.4 - 0.75	\$ 77,078	\$ 1,059	\$ 144,984	\$ 260	\$ 0.33	\$ (374)	\$ (0.26)
	0.75 - 1.0	\$ 13,019	\$ 534	\$ 71,735	\$ (265)	\$ (0.33)	\$ (899)	\$ (0.63)
	> 1.0	\$ 342,145	\$ 1,249	\$ 884,592	\$ 450	\$ 0.56	\$ (184)	\$ (0.13)
Local Business (LB)	All	\$ 48,030	\$ 1,421	\$ 85,626	\$ 622	\$ 0.78	\$ (11)	\$ (0.01)
	<= .25	\$ 30,975	\$ 2,541	\$ 78,882	\$ 1,742	\$ 2.18	\$ 1,109	\$ 0.77
Acreage	0.25 - 0.5	\$ 10,699	\$ 2,061	\$ 119,469	\$ 1,262	\$ 1.58	\$ 629	\$ 0.44
Sizes	0.5 - 1	\$ 1,106	\$ 402	\$ 38,118	\$ (397)	\$ (0.50)	\$ (1,030)	\$ (0.72)
	> 1	\$ 5,250	\$ 384	\$ 139,408	\$ (415)	\$ (0.52)	\$ (1,049)	\$ (0.73)
General Business (GB)	All	\$ 2,071,030	\$ 1,657	\$ 265,785	\$ 858	\$ 1.07	\$ 224	\$ 0.16
	<= .25	\$ 155,000	\$ 2,579	\$ 128,814	\$ 1,780	\$ 2.23	\$ 1,146	\$ 0.80
Acreage	0.25 - 0.5	\$ 238,367	\$ 1,954	\$ 122,818	\$ 1,155	\$ 1.45	\$ 522	\$ 0.36
Sizes	0.5 - 1	\$ 242,150	\$ 1,585	\$ 162,776	\$ 786	\$ 0.98	\$ 152	\$ 0.11
	> 1	\$ 1,435,514	\$ 1,569	\$ 691,336	\$ 770	\$ 0.96	\$ 136	\$ 0.10
Central Business (CB)	All	\$ 93,034	\$ 5,230	\$ 133,848	\$ 4,431	\$ 5.55	\$ 3,797	\$ 2.65
	<= .25	\$ 63,934	\$ 7,787	\$ 106,270	\$ 6,989	\$ 8.75	\$ 6,355	\$ 4.44
Acreage	0.25 - 0.5	\$ 18,843	\$ 5,591	\$ 293,360	\$ 4,793	\$ 6.01	\$ 4,160	\$ 2.91
Sizes	0.5 - 1	\$ 10,257	\$ 2,027	\$ 212,218	\$ 1,227	\$ 1.53	\$ 593	\$ 0.41
	> 1	\$ -	\$ -	\$ 360,250	\$ (799)	\$ (1.00)	\$ (1,432)	\$ (1.00)
Light Industrial (LI)	All	\$ 96,071	\$ 227	\$ 405,599	\$ (573)	\$ (0.72)	\$ (1,206)	\$ (0.84)
	<= .25	\$ 251	\$ 865	\$ 16,295	\$ 59	\$ 0.07	\$ (581)	\$ (0.40)
Acreage	0.25 - 0.5	\$ 7,924	\$ 1,240	\$ 496,659	\$ 441	\$ 0.55	\$ (192)	\$ (0.13)
Sizes	0.5 - 1	\$ 10,186	\$ 1,562	\$ 319,120	\$ 763	\$ 0.96	\$ 130	\$ 0.09
	> 1	\$ 77,711	\$ 189	\$ 415,958	\$ (610)	\$ (0.76)	\$ (1,244)	\$ (0.87)
Heavy Industrial (HI)	All	\$ 69,073	\$ 413	\$ 211,416	\$ (386)	\$ (0.48)	\$ (1,020)	\$ (0.71)
	<= .25	\$ 1,483	\$ 1,267	\$ 34,404	\$ 470	\$ 0.59	\$ (163)	\$ (0.11)
Acreage	0.25 - 0.5	\$ 5,491	\$ 1,639	\$ 146,043	\$ 839	\$ 1.05	\$ 205	\$ 0.14
Sizes	0.5 - 1	\$ 996	\$ 417	\$ 28,977	\$ (384)	\$ (0.48)	\$ (1,018)	\$ (0.71)
	> 1	\$ 61,104	\$ 381	\$ 295,558	\$ (418)	\$ (0.52)	\$ (1,051)	\$ (0.73)
Medical (MED)	All	\$ 64,366	\$ 3,836	\$ 260,574	\$ 3,036	\$ 3.80	\$ 2,402	\$ 1.68
	<= .25	\$ 13,660	\$ 2,931	\$ 92,753	\$ 2,132	\$ 2.67	\$ 1,498	\$ 1.04
Acreage	0.25 - 0.5	\$ 19,729	\$ 3,647	\$ 238,195	\$ 2,848	\$ 3.56	\$ 2,214	\$ 1.55
Sizes	0.5 - 1	\$ 23,233	\$ 4,255	\$ 686,988	\$ 3,455	\$ 4.32	\$ 2,821	\$ 1.97
	> 1	\$ 7,744	\$ 6,195	\$ 1,144,250	\$ 5,395	\$ 6.75	\$ 4,761	\$ 3.32
Agricultural (AG)	All	\$ 48,272	\$ 204	\$ 89,801	\$ (595)	\$ (0.74)	\$ (1,228)	\$ (0.86)
	<= .25	\$ 2,406	\$ 2,207	\$ 86,721	\$ 1,408	\$ 1.76	\$ 775	\$ 0.54
Acreage	0.25 - 0.5	\$ 10,322	\$ 1,516	\$ 124,154	\$ 716	\$ 0.90	\$ 82	\$ 0.06
Sizes	0.5 - 1	\$ 8,214	\$ 661	\$ 82,507	\$ (138)	\$ (0.17)	\$ (772)	\$ (0.54)
	> 1	\$ 27,330	\$ 127	\$ 78,890	\$ (673)	\$ (0.84)	\$ (1,306)	\$ (0.91)
OUTSIDE	All	\$ 1,095	\$ 440	\$ 169,280	\$ (360)	\$ (0.45)	\$ (994)	\$ (0.69)
	<= .25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acreage	0.25 - 0.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sizes	0.5 - 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	> 1	\$ 1,095	\$ 440	\$ 169,280	\$ (360)	\$ (0.45)	\$ (994)	\$ (0.69)
Undeveloped		\$ 1,037,180	\$ 196	\$ 88,457	\$ (604)	\$ (0.75)	\$ (676)	\$ (0.78)

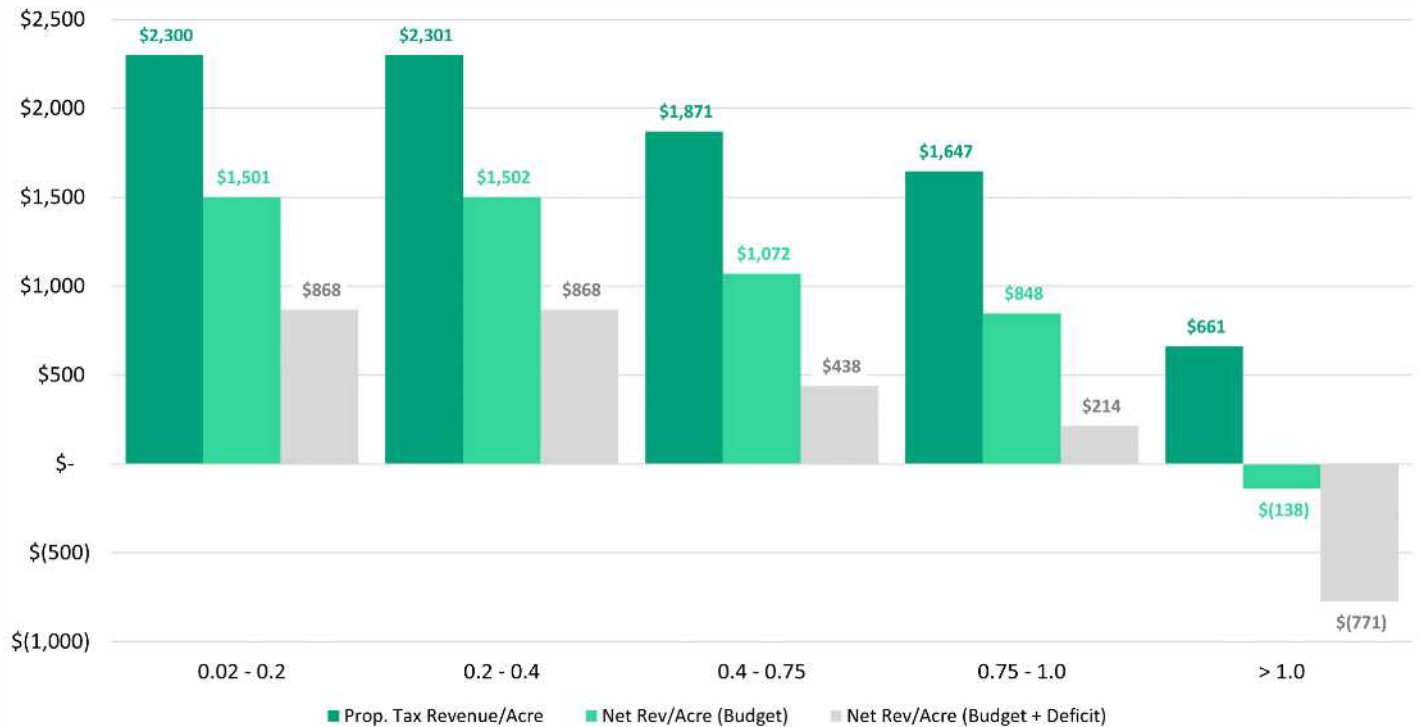
Single Family: Revenue/Acre by Lot Size



This chart illustrates that as lot sizes (and improvement values) go up, the property tax revenue per acre declines. This trend is true in every city we've modeled. If a city is looking to maximize property tax revenue per acre, the most effective strategy to implement would be to prioritize smaller lots. This is a very powerful chart when having conversations about the tradeoffs of lot sizes, service costs, and tax rates.

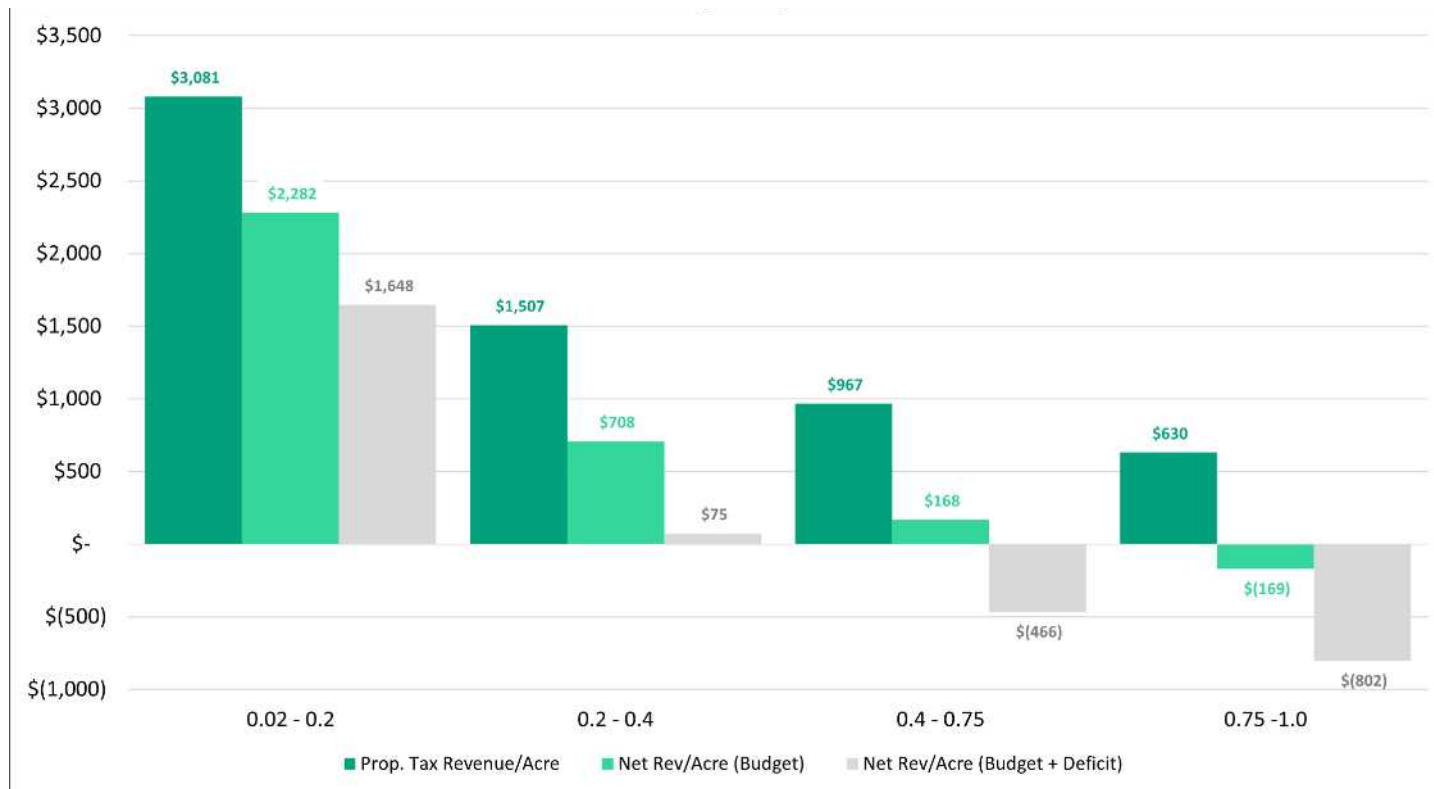
Land Use Description	Acreage	Rev / Acre	Average Imp Value
Single Family	All	\$ 1,661	\$ 132,855
	0.02 - 0.2	\$ 2,300	\$ 78,729
	0.2 - 0.4	\$ 2,301	\$ 112,908
	0.4 - 0.75	\$ 1,871	\$ 152,919
	0.75 - 1.0	\$ 1,647	\$ 262,417
	> 1.0	\$ 661	\$ 252,632

Single Family: Levy/Acre and Net/Acre by Lot Size



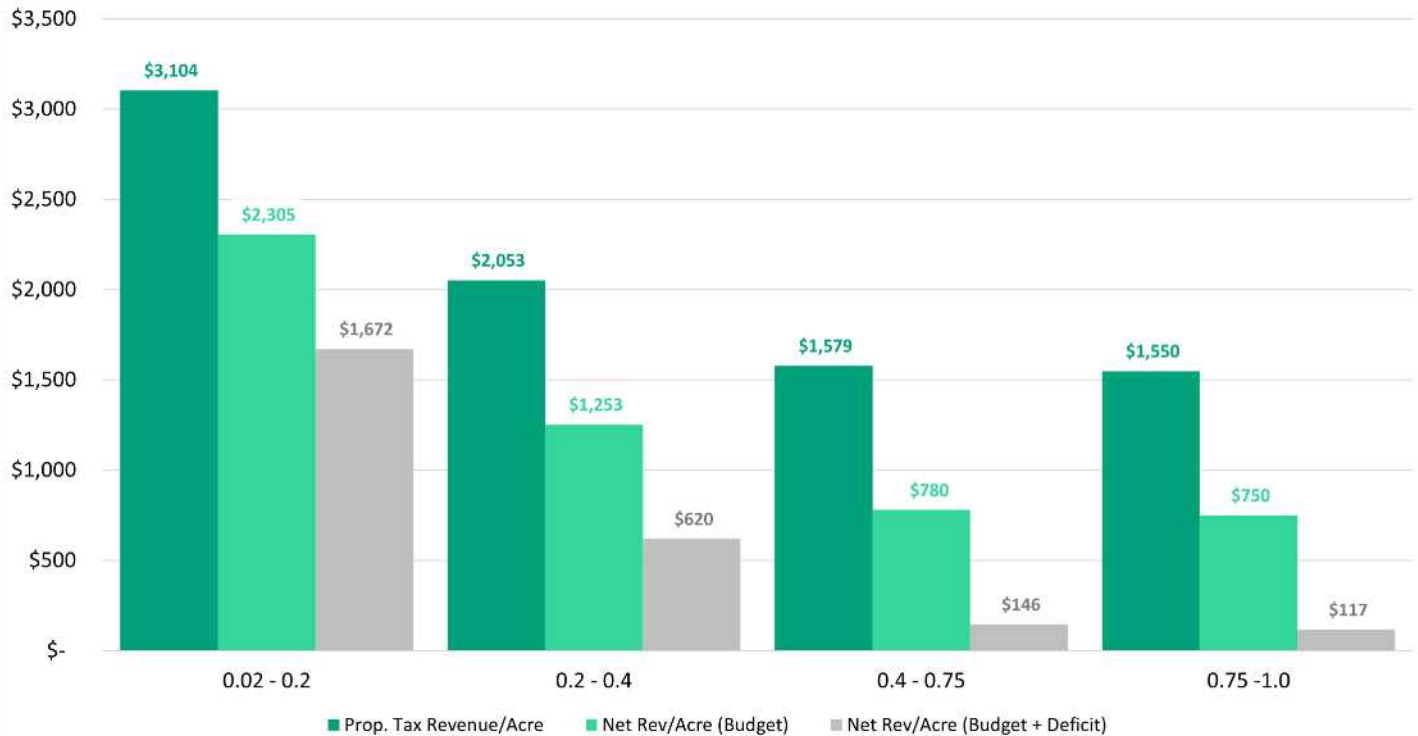
This plot shows the relationship between single family parcel size and fiscal performance in the property tax revenue/acre and net revenue/acre values. The trend that smaller lots typically perform much better than larger properties can be seen clearly here.

Multifamily: Levy/Acre and Net/Acre by Lot Size



This plot shows the relationship between multifamily parcel size and fiscal performance in the property tax revenue/acre and net revenue/acre values. Multifamily shows the same trend of smaller lots being more productive.

Commercial: Levy/Acre and Net/Acre by Lot Size

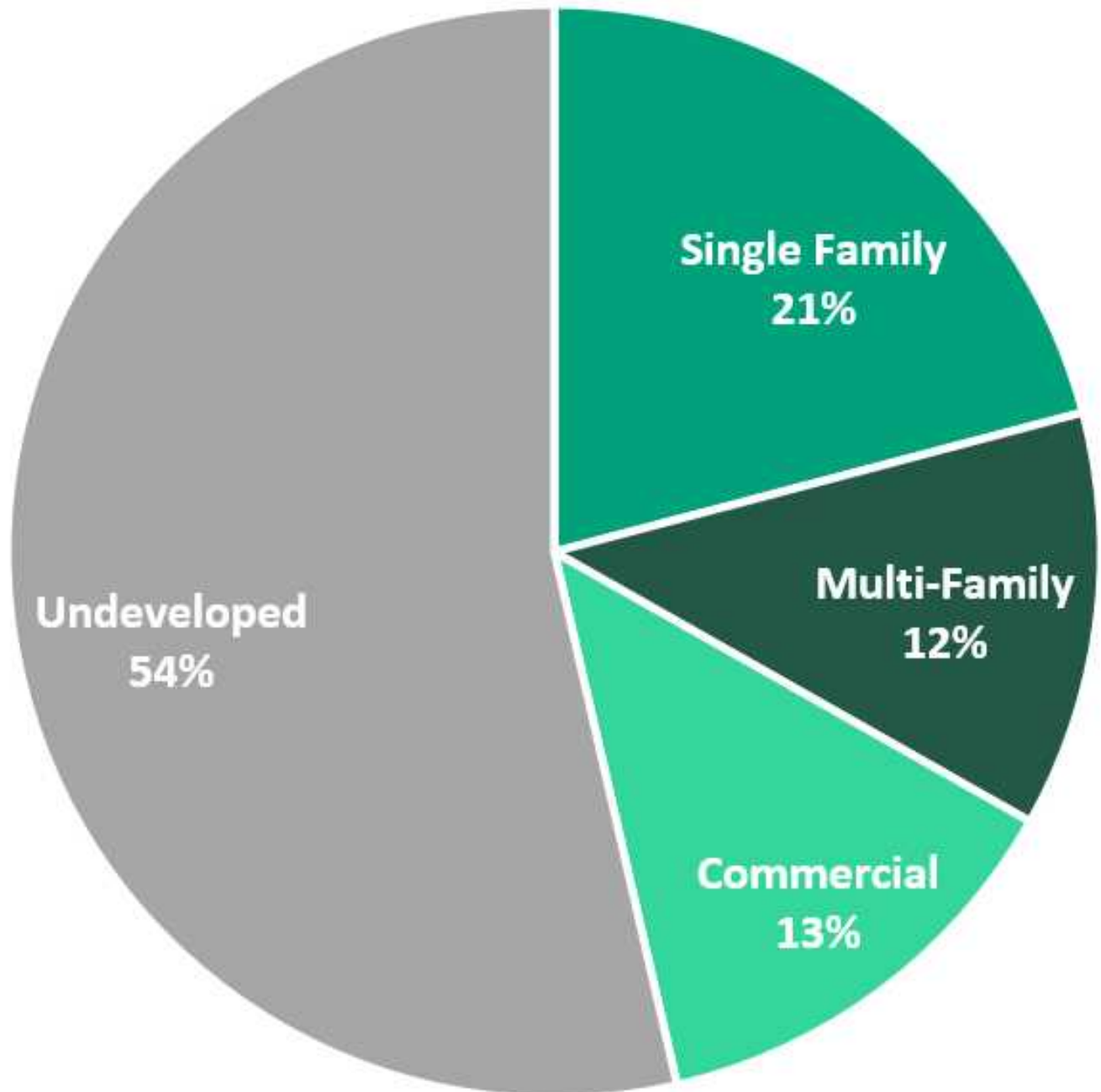


This plot shows the relationship between commercial parcel size and fiscal performance in the property tax revenue/acre and net revenue/acre values. As with single family and multifamily, the trend that smaller lots typically perform better than larger properties is also showing up for commercial properties.

Land Use Distribution (Acreage)

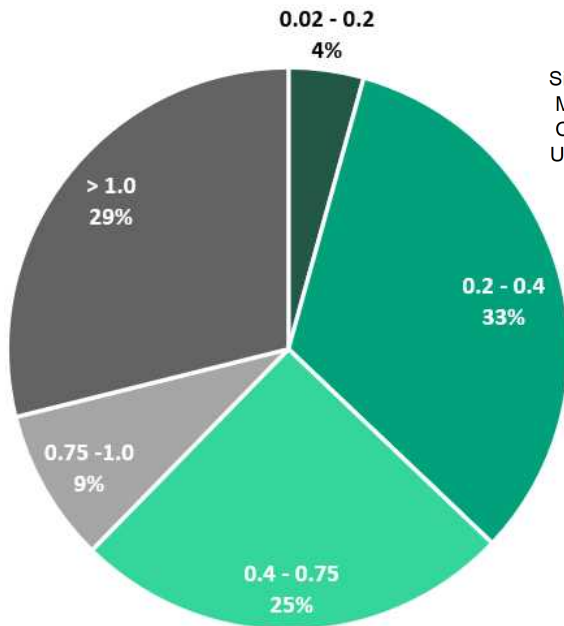
This chart shows the city's developable land (excludes exempt parcels and floodplain area). The area is reasonably split between single family residential, commercial, and multifamily. 54% of the city's land area has yet to be developed.

	% of Revenue
Single Family	41%
Multi-Family	19%
Commercial	27%
Undeveloped	13%

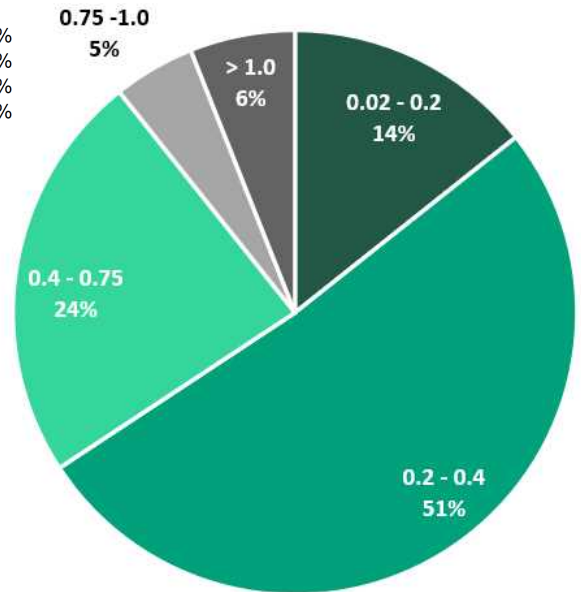


Land Use Distribution: Single Family

SF Footprint (Acreage)



SF Volume (# of Parcel Breakdown)



% of Revenue
 Single Family 41%
 Multi-Family 19%
 Commercial 27%
 Undeveloped 13%

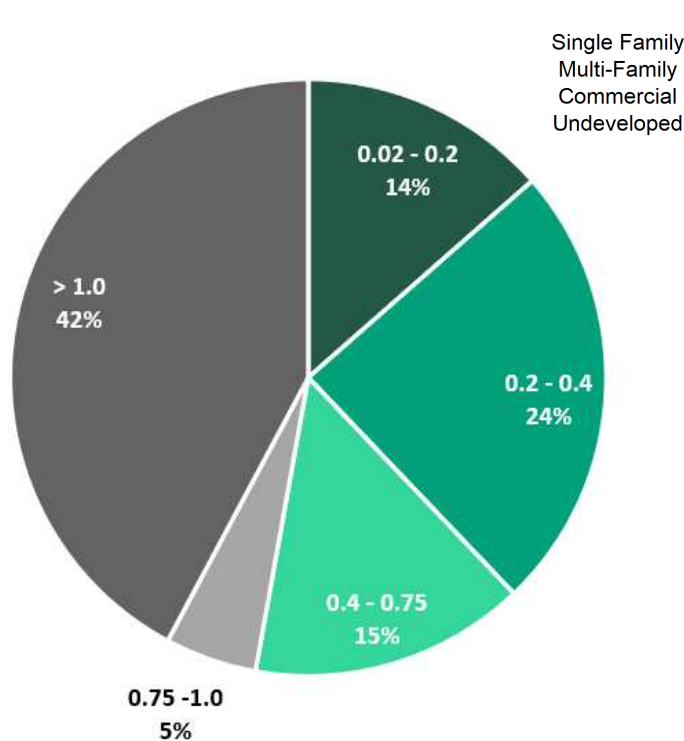
Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Single Family	All	\$ 3,425,443	\$ 1,661	\$ 132,855	\$ 862	\$ 1.08	\$ 229	\$ 0.16
	0.02 - 0.2	\$ 204,825	\$ 2,300	\$ 78,729	\$ 1,501	\$ 1.88	\$ 868	\$ 0.61
	0.2 - 0.4	\$ 1,554,856	\$ 2,301	\$ 112,908	\$ 1,502	\$ 1.88	\$ 868	\$ 0.61
	0.4 - 0.75	\$ 973,477	\$ 1,871	\$ 152,919	\$ 1,072	\$ 1.34	\$ 438	\$ 0.31
	0.75 - 1.0	\$ 298,515	\$ 1,647	\$ 262,417	\$ 848	\$ 1.06	\$ 214	\$ 0.15
	> 1.0	\$ 393,770	\$ 661	\$ 252,632	\$ (138)	\$ (0.17)	\$ (771)	\$ (0.54)

These charts show a further breakdown of the 21% of the city's land area dedicated to single family residential. The chart on the left (footprint) shows the percentage of the city's single family area for each parcel size. The chart on the right (volume) shows the percentage of the single family parcels for each parcel size. The city's most financially productive single family parcel size is the 0.2-0.4 acre category. 33% of the city's single family acreage and 51% of the single family parcels are dedicated to this category. 29% of the city's land area and 6% of the parcels are in the over 1 acre category, which is the the least fiscally productive category.

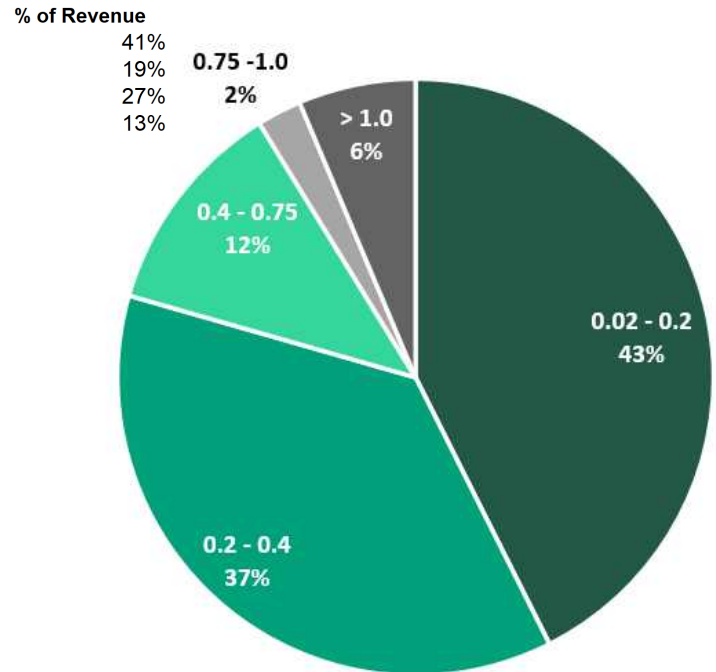
Also note that the average building improvement value for the smaller lot sizes is much lower (affordable) than the value of buildings on the >1 acre parcels. This is a win-win for the city and residents, as it provides more affordable housing options while also generating more value per acre to the city.

Land Use Distribution: Multifamily

MF Footprint (Acreage)



MF Volume (# of Parcel Breakdown)



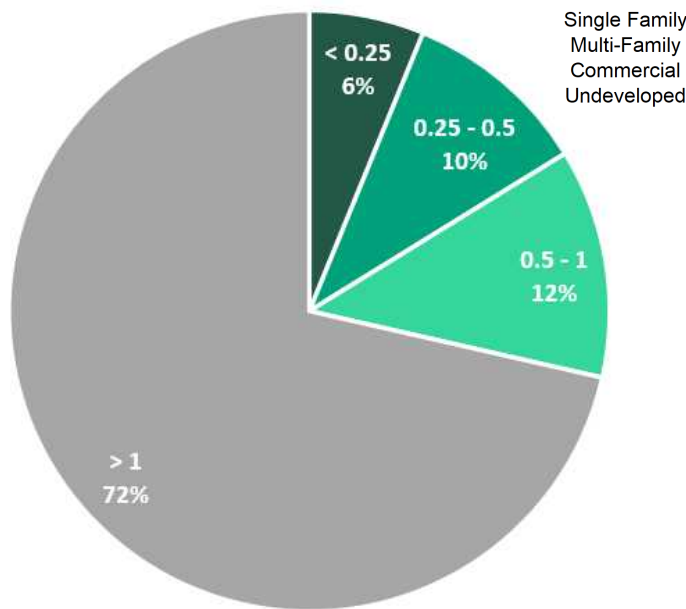
Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Multifamily	All	\$ 1,609,223	\$ 1,326	\$ 112,358	\$ 527	\$ 0.66	\$ (107)	\$ (0.07)
Acreage Sizes	0.02 - 0.2	\$ 506,271	\$ 3,081	\$ 72,266	\$ 2,282	\$ 2.85	\$ 1,648	\$ 1.15
	0.2 - 0.4	\$ 445,175	\$ 1,507	\$ 80,996	\$ 708	\$ 0.89	\$ 75	\$ 0.05
	0.4 - 0.75	\$ 175,555	\$ 967	\$ 105,033	\$ 168	\$ 0.21	\$ (466)	\$ (0.33)
	0.75 - 1.0	\$ 38,097	\$ 630	\$ 138,816	\$ (169)	\$ (0.21)	\$ (802)	\$ (0.56)
	> 1.0	\$ 444,126	\$ 868	\$ 565,613	\$ 68	\$ 0.09	\$ (565)	\$ (0.39)

These charts show a further breakdown of the multifamily land use distribution. The chart on the left (footprint) shows the percentage of the city's multifamily area for each parcel size. The chart on the right (volume) shows the percentage of the multifamily parcels for each parcel size.

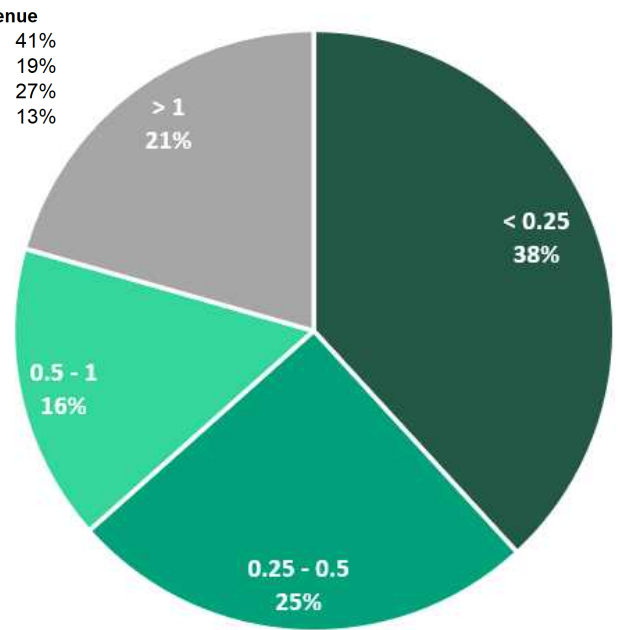
The city's most financially productive multifamily parcel size is the <0.2 acre category. 12% of the city's multifamily acreage and 14% of the multifamily parcels are dedicated to this category. Also note that the average building improvement value for the smaller lot sizes is much lower (affordable) than the value of buildings on the >1 acre parcels. This is a win-win for the city and residents, as it provides more affordable housing options while also generating more value per acre to the city.

Land Use Distribution: Commercial

Comm Footprint (Acreage)



Comm Volume (# of Parcel Breakdown)



% of Revenue

Single Family 41%
Multi-Family 19%
Commercial 27%
Undeveloped 13%

Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Commercial	All	\$ 2,212,094	\$ 1,700	\$ 243,662	\$ 901	\$ 1.13	\$ 267	\$ 0.19
	<= .25	\$ 249,909	\$ 3,104	\$ 118,182	\$ 2,305	\$ 2.89	\$ 1,672	\$ 1.17
Acreage	0.25 - 0.5	\$ 267,909	\$ 2,053	\$ 126,919	\$ 1,253	\$ 1.57	\$ 620	\$ 0.43
Sizes	0.5 - 1	\$ 253,513	\$ 1,579	\$ 162,326	\$ 780	\$ 0.98	\$ 146	\$ 0.10
	> 1	\$ 1,440,764	\$ 1,550	\$ 682,730	\$ 750	\$ 0.94	\$ 117	\$ 0.08

These charts show a further breakdown of the commercial land use distribution. The chart on the left (footprint) shows the percentage of the city's commercial area for each parcel size. The chart on the right (volume) shows the percentage of the commercial parcels for each parcel size.

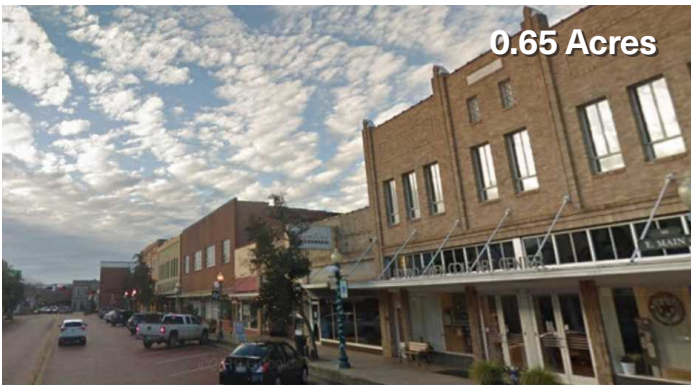
The city's most financially productive commercial parcel size is the <0.25 acre category. 13% of the city's commercial acreage and 5% of the commercial parcels are dedicated to this category. 72% of the city's commercial area and 21% of the commercial parcels are in the >1 acre category, which is the least fiscally productive category. Also note that the average building improvement value for the smaller lot sizes is much lower (affordable) than the value of buildings on the >1 acre parcels.

4.

SITE & CONTEXT COMPARISONS

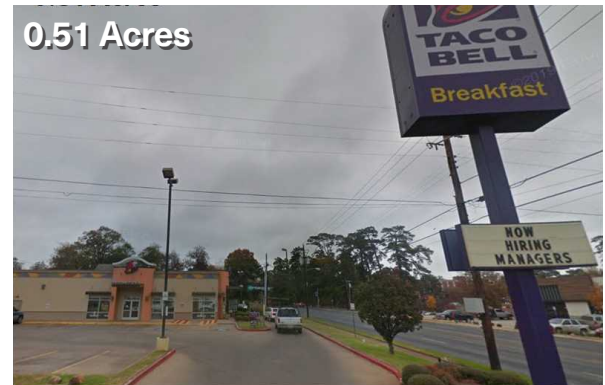
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Comparing the Value of Development Patterns



Main Street Mixed-Use

Property Tax Revenue/Acre: **\$13,306**



Suburban Pad Site

Property Tax Revenue /Acre: **\$2,596**

It's also important to look at the context of the development, and not just the parcel or building. This example compares the revenue/acre generated by a mixed-use block in downtown to the performance of a typical suburban pad site.

Comparing the Value of Development Patterns



Traditional Grid Downtown (13.14 Acres)

Property Tax Revenue /Acre: \$6,942



Auto Oriented Big Box (27.10 Acres)

Property Tax Revenue /Acre: \$1,952

Taking it further, a stretch of downtown street is able to produce more than three times the revenue of a big box store while occupying less than half the footprint.

Comparing the Value of Development Patterns



Big Box - Walmart

Improvement Value: \$5,853,220
Assessed Value: \$8,617,360
Revenue: \$52,911
Area: 27.10 Acres
Revenue per Acre: \$1,952



Big Box - Kroger

Improvement Value: \$1,672,470
Assessed Value: \$2,923,550
Revenue: \$17,951
Area: 6.99 Acres
Revenue per Acre: \$2,570



300 Block of Main Street

Improvement Value: \$1,318,630
Assessed Value: \$1,659,210
Revenue: \$8,602
Area: 0.65 Acres
Revenue per Acre: \$13,306

This example shows how a block of Main Street mixed-use development compares to two "big box" retail sites.

Top 10 Locations (Net Revenue/Acre for Budget)

#	PID	Address	Net Rev/Acre (B+S)
1	22926	209 E Main St	\$38,176
2	75229	222 Parrott #111*	\$33,851
3	79207	123 E Main St	\$28,200
4	24209	1811 North St	\$25,296
5	22868	511 E Main St	\$23,108
6	22903	305 E Main St	\$21,711
7	24187	2023 North St	\$19,821
8	22989	107 S Church St	\$19,556
9	22922	201 E Main St	\$19,427
10	79637	207 E Main St	\$19,215

The majority of the highest performing parcels are either small lots/buildings downtown along Main Street, multifamily units, and apartment complexes. The highlighted parcels on this slide show an overview of where the highest performing parcels are located in Nacogdoches. The following examples show additional information on the highest performing properties in the city as well as examples from the city's most prominent zoning district categories.

* All multifamily units in this development had similar numbers



High Producing Parcels



209 E Main Street

Acreage:	0.069
Levy:	\$2,743
Levy/Acre:	\$39,609/Acre
Net Rev/Acre (B):	\$38,807/Acre
Net Rev/Acre (B+S):	\$38,176/Acre



High Producing Parcels



135 S Main Street

Acreage:	0.019
Levy:	\$680
Levy/Acre:	\$36,376/Acre
Net Rev/Acre (B):	\$34,485/Acre
Net Rev/Acre (B+S):	\$33,851/Acre



Zoning Comparison: SF (Single Family)



305 Wettermark Street

Acreage: 0.12 Acres
Prop. Tax Rev: \$225
Prop. Tax Rev/Acre: \$1,888/Acre
Average Performance \$2,071/Acre



Zoning Comparison: MF (Multifamily)



1403 Garner Street

Acreage: 0.15
Prop. Tax Rev: \$334
Prop. Tax Rev/Acre: \$2,248/Acre
Average Performance \$1,699/Acre



Zoning Comparison: GB (General Business)

1811 North Street

Acreage: 0.276
Prop. Tax Rev: \$7,368
Prop. Tax Rev/Acre: \$26,728/Acre
Average Performance \$2,054/Acre



Zoning Comparison: LB (Local Business)



305 E College Street

Acreage: 0.10
Prop. Tax Rev: \$842
Prop. Tax Rev/Acre: \$8,380/Acre
Average Performance \$2,550/Acre



Zoning Comparison: CB (Central Business)



209 E Main Street

Acreage: 0.069
Prop. Tax Rev: \$2,743
Prop. Tax Rev/Acre: \$39,609/Acre
Average Performance \$7,621/Acre



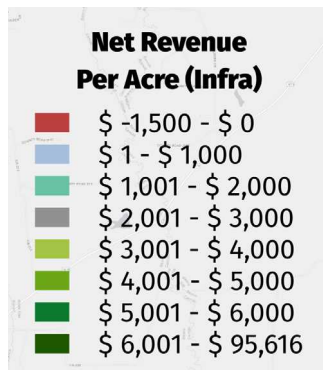
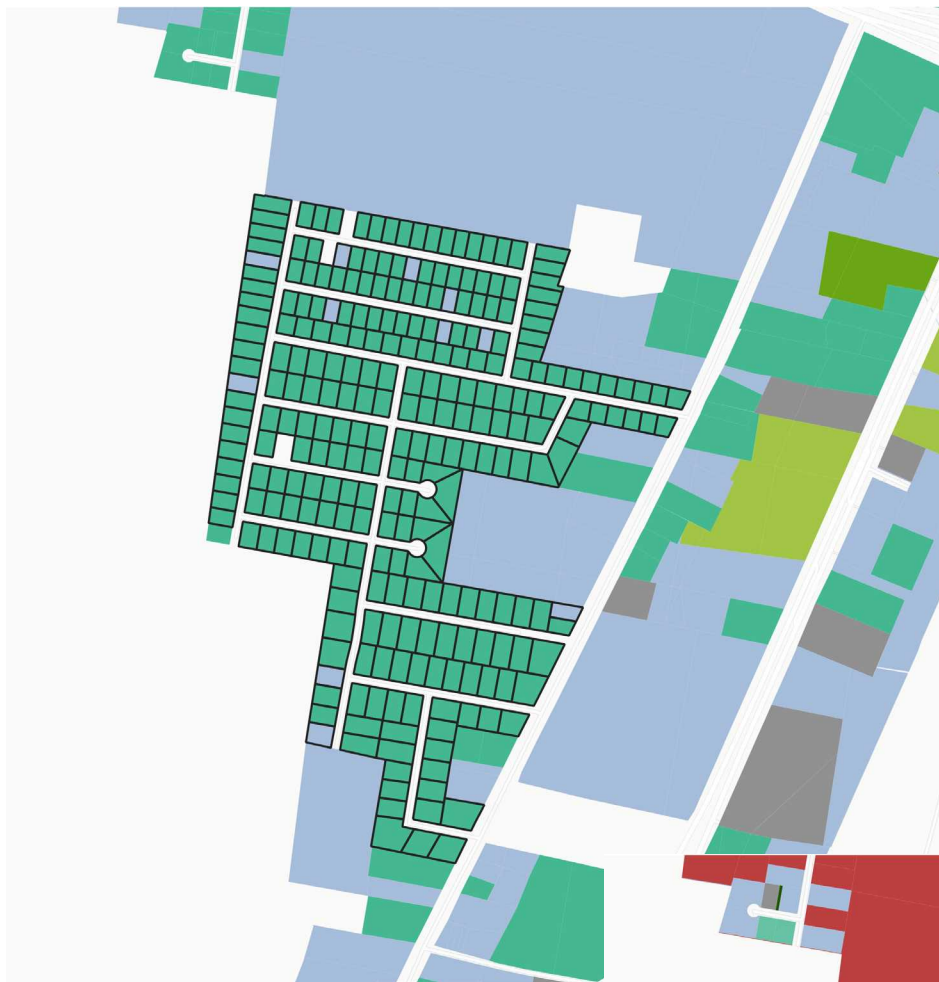
Neighborhood Comparison



Arbor Oaks

Avg. Lot Size:	0.30 Acres
Avg. Assessed Value:	\$110,835
Avg. Prop. Tax Revenue/Acre	\$2,168





incorporates budget & unfunded infrastructure costs



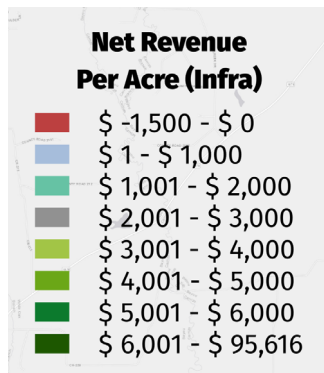
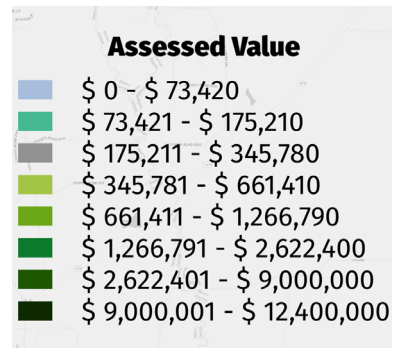
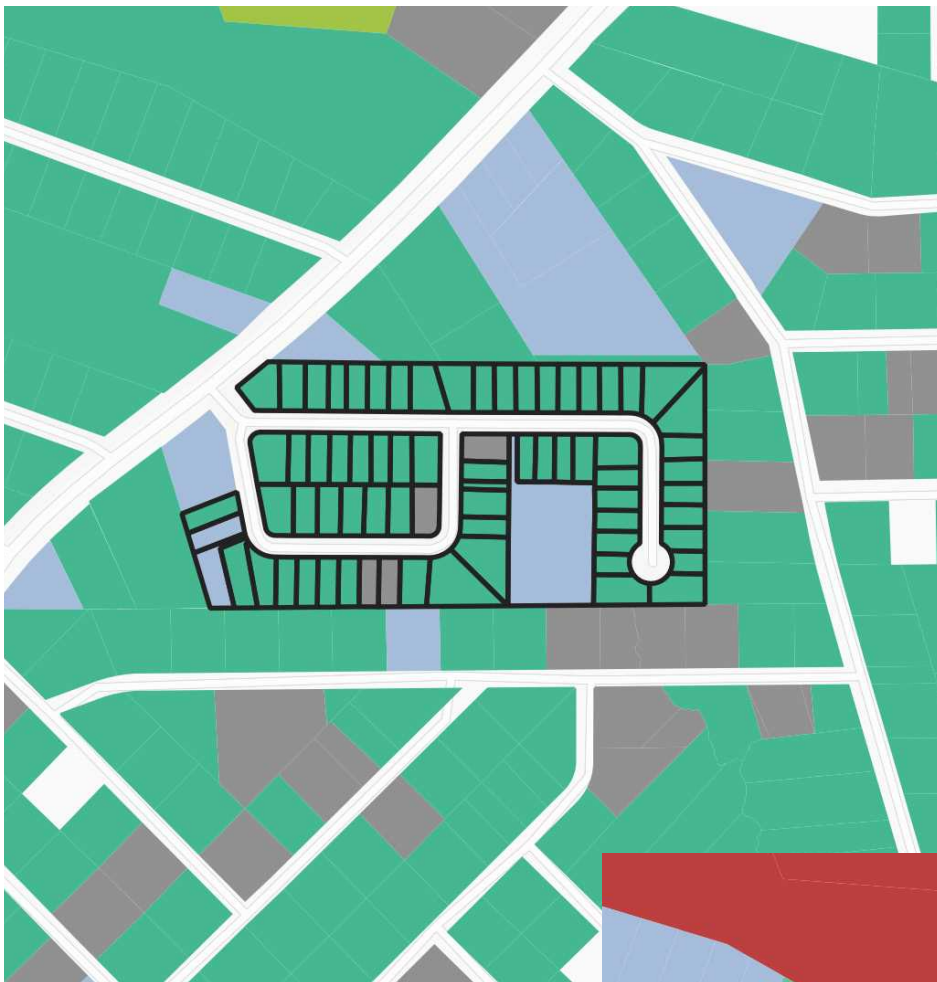
Neighborhood Comparison



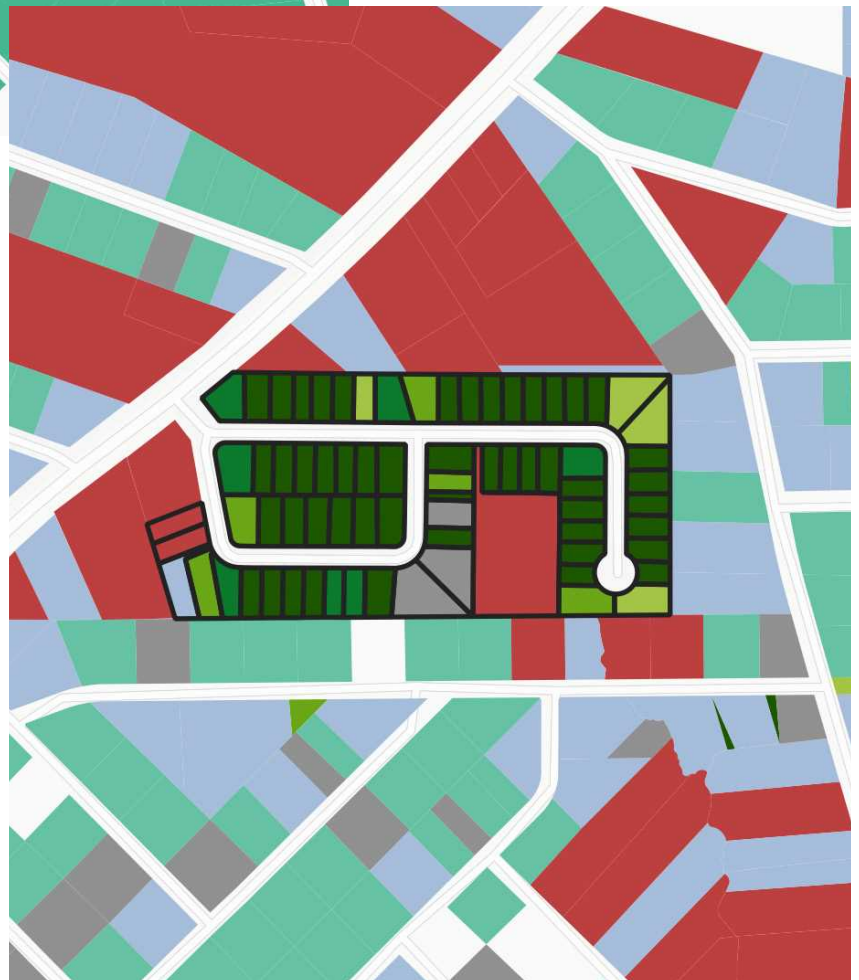
Ashbury Court

Avg. Lot Size:	0.17 Acres
Avg. Assessed Value:	\$191,651
Avg. Prop. Tax Revenue/Acre	\$7,851





*incorporates budget &
unfunded infrastructure costs*



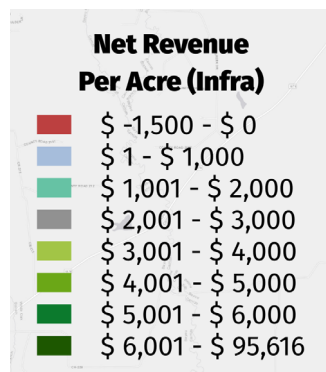
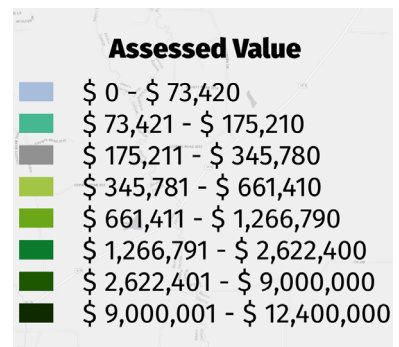
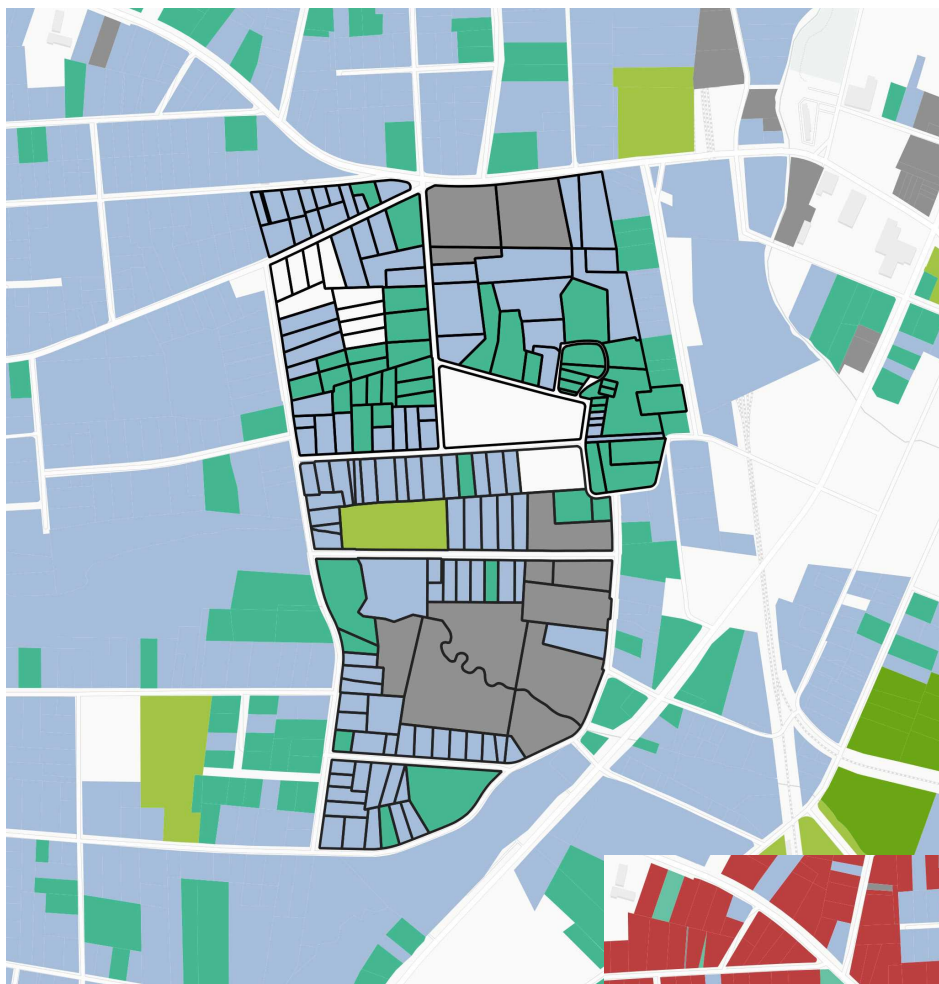
Neighborhood Comparison



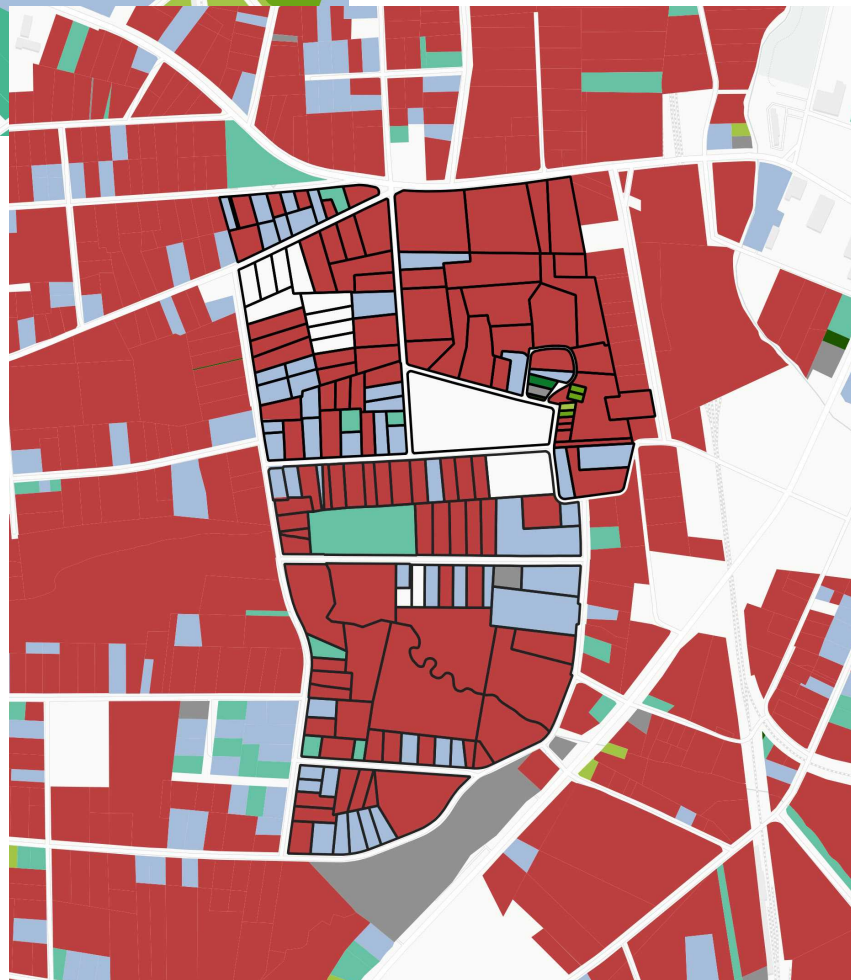
Nettle Marshall Area

Avg. Lot Size:	0.44 Acres
Avg. Assessed Value:	\$85,939
Avg. Prop. Tax Revenue/Acre	\$1,332





*incorporates budget &
unfunded infrastructure costs*



Neighborhood Comparison



Sunset & Harris

Avg. Lot Size:	0.55 Acres
Avg. Assessed Value:	\$100,801
Avg. Prop. Tax Revenue/Acre	\$1,116



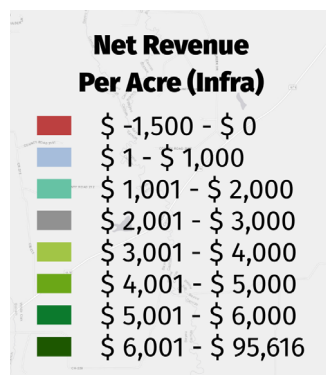
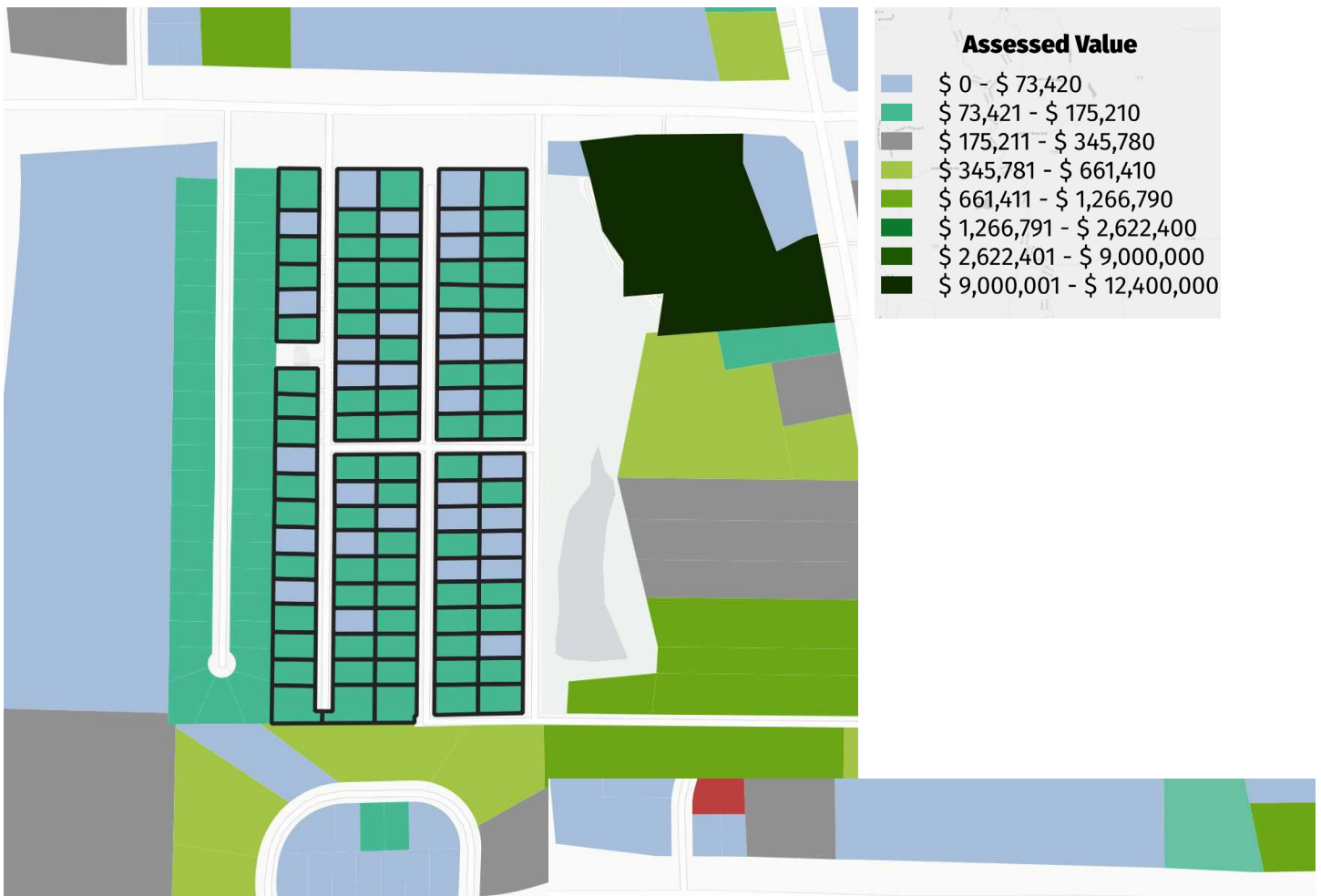
Neighborhood Comparison



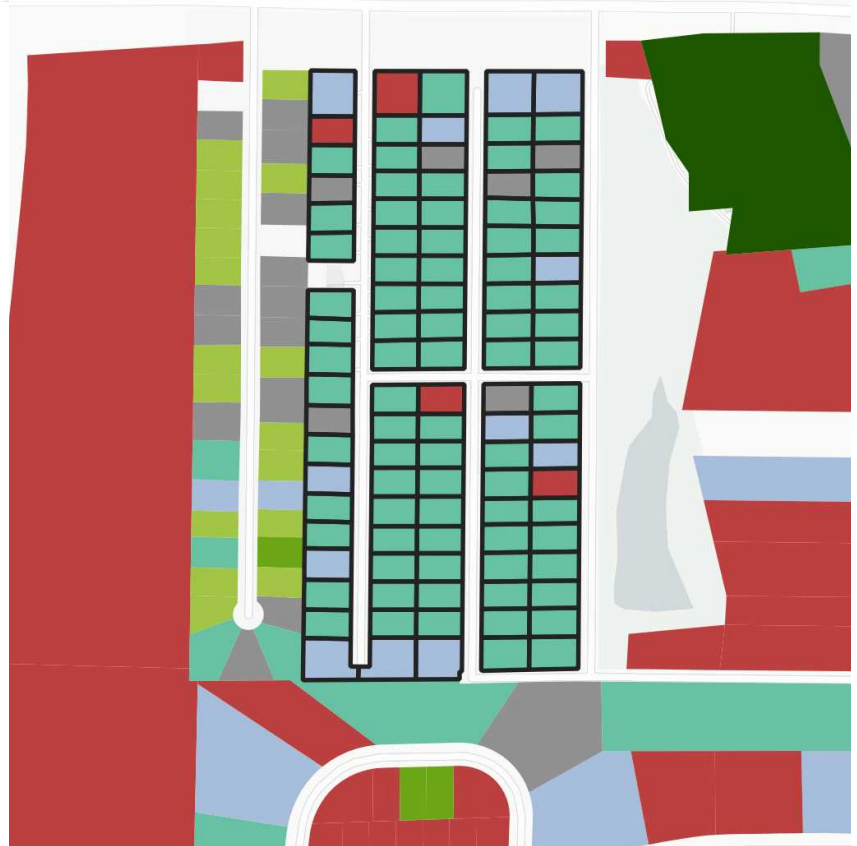
Orton Neighborhood

Avg. Lot Size:	0.19 Acres
Avg. Assessed Value:	\$21,268
Avg. Prop. Tax Revenue/Acre	\$599





incorporates budget & unfunded infrastructure costs



5.

***STREET CIP
PROJECT
EVALUATION***

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Street Replacement Fiscal Analysis

One of the primary causes of the resource gap in cities is that the developed properties do not generate sufficient tax base to cover the cost of the infrastructure serving them. Said another way, our cities are investing in infrastructure under the premise that it will support residents and businesses that will in turn provide the tax base to pay for city services, but when the numbers are crunched, it turns out that this presumption is flawed.

Here are three examples to illustrate the infrastructure gap:

Ashbury Court

Cost of Repairs:	\$36,330	Time to Pay Off Project
Life Cycle:	20 Years (Asphalt)	
Total Taxable Value of Area:	\$2,716,480	100% of Property Tax Revenue Dedicated to Project:
Average Property Value:	\$194,743	2 Years
Tax Rate:	0.614000	
Annual Property Tax Rev:	\$16,679	Current Budget Conditions:
4% to Streets (Budget):	\$1,164,837	44 Years



This example shows a fairly new street with a cul-de-sac and all of the lots built out. The cost of the street was \$36,330 and the expected life of the project is 20 years. The property tax revenue generated by the adjacent properties is \$16,679 per year. Based on this annual revenue, it will take just 2 years to pay off the project is 100% of the property tax revenue from these properties is dedicated to paying for this street project. This is never the case though, as property tax revenue is also used to fund other general fund services including staff and public safety. Using the city's current tax rate and budget allocations for street funding, it will take approximately 44 years to accumulate enough property tax revenue from adjacent development to pay off the street investment - more than 2 times the life of the project. A modest increase in the percentage of the general fund budget allocated to streets combined with moderate property value increases could close this gap.

Street Replacement Fiscal Analysis

West Cox Street

Cost of Repairs:	\$130,683	Time to Pay Off Project
Life Cycle:	20 Years (Asphalt)	
Total Taxable Value of Area:	\$1,222,940	100% of Property Tax Revenue Dedicated to Project:
Average Property Value:	\$55,303	18 Years
Tax Rate:	0.614000	
Annual Property Tax Rev:	\$7,509	Current Budget Conditions:
4% to Streets (Budget):	\$1,164,837	348 Years



This example illustrates the other end of the spectrum. Based on current property values and budget allocations for street funding, it will take roughly 348 years to accumulate enough property tax revenue from adjacent development to pay off this street investment! Even if 100% of the property tax revenue was dedicated solely to this project, it would still take 18 years to recoup the investment.

Street Replacement Fiscal Analysis

Powers & Dolph Street

Cost of Repairs:	\$281,389	Time to Pay Off Project
Life Cycle:	20 Years (Asphalt)	
Total Taxable Value of Area:	\$2,341,000	100% of Property Tax Revenue Dedicated to Project:
Average Property Value:	\$26,562	20 Years
Tax Rate:	0.614000	
Annual Property Tax Rev:	\$14,374	Current Budget Conditions:
4% to Streets (Budget):	\$1,164,837	392 Years



It's important to understand the relationship between the value of development and the cost of the streets and infrastructure serving them. Building more fiscally productive development patterns as outlined in this report, combined with more financially-conscious roadway design and investment prioritization can help the city close its infrastructure funding gap over time.

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6.

SUMMARY & RECOMMENDATIONS

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Summary & Recommendations

Common Themes from Our Analysis Work

We have completed similar land use fiscal assessment work for cities across the state. A few of the common themes this work has revealed include:

- Most cities have a significant resource gap when you consider the amount of money they need to rebuild aging streets and provide basic services and expected quality of life amenities to current and future residents
- A large percentage of parcels are not generating enough property tax revenue to cover the costs it will require to serve them over time.
- Not all development is good development when it comes to long-term fiscal sustainability and a city's ability to provide services and maintain neighborhoods over time.
- Older "traditional grid" neighborhoods and downtowns typically outperform suburban style development
- High ROI parcels and developments typically have the following characteristics:
 - High ratio of building footprint to lot size
 - Multi-story structures
 - Narrow lot frontage
 - Smaller lots (higher density)
 - OR: Large rural estate lots with high value homes and minimal infrastructure
- "Traditional grid" neighborhoods and downtowns typically outperform auto-centric suburban style development with bigger lots, wider streets, and cul-de-sacs.

Prioritizing and coordinating economic development, housing, and CIP investments into infill and redevelopment in downtown and the surrounding area is the fastest way to close the city's resource gap.

Takeaways and Recommendations

Some of the specific findings for Nacogdoches include:

- Property tax share of general fund revenues is only 37%. This puts extra pressure on sales tax and other funding sources to cover basic services.
- Goal: property tax revenue $\geq$ 50% of general fund revenue
- General Fund per acre is low when compared to what it will likely need to be to sustain services and quality of life amenities in the future
 - Current GF/acre is \$1617/acre
 - At current tax rate and general fund revenue source ratios, it would require approximately \$1850/acre to cover existing street infrastructure liabilities
 - To accommodate future increases in service costs that come with horizontal expansion and population growth, the city will likely need to get closer to \$2K/acre on average, with 50% of general fund from property tax (\$1K/acre in levy/acre).
- Just 22% of the city's parcels (37% of the city's area) are currently generating \$1000/acre and higher in property tax revenue.
- 51% of the city's service area is developed. Developed parcels generate 88% of the city's property tax revenue.
- The small lots are the highest producing parcels. The two smallest lot segments (< 0.2ac and 0.2 - 0.4ac) both net well over \$1000/acre even after budget and unfunded street costs are considered.
- A large majority of the city has a traditional grid pattern with small narrow lots, which is the framework for the higher producing development patterns.
- Prioritizing and coordinating economic development, housing, and CIP investments into infill and redevelopment in downtown and the surrounding area is the fastest way to close the city's resource gap.
- Promote and incentivize growth and infill in the City center and existing neighborhoods to maximize return on infrastructure investment.
- The City should evaluate the fiscal impact of new development so decision makers can have a better understanding of long-term costs and service impacts.

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Land Use & Infrastructure Fiscal Analysis

NACOGDOCHES, TX

**Council Workshop
January 5, 2021**

Prepared for:



Prepared by:



Addressing Increasing Needs with Limited Resources



Growth is Good, Right?



Post WW2, cities have aggressively pursued fast growth and higher quality of life in the short-term without fully considering long-term fiscal impacts.

What About Maintenance AFTER Growth?



In most cases, the post WW2 development pattern does not generate enough public wealth (tax base) to pay for the costs required to maintain infrastructure and serve residents at current expectation levels over time.



Closing the Resource Gap: Options to Consider

- 1 Keep development patterns and service levels where they are, but charge more (via higher taxes and fees) to cover the true costs.
- 2 Keep tax rate where it is, but cut services to align with revenues.
- 3 **Shift development pattern and infrastructure design to enable an affordable balance of services and taxes.**

The goal of this study is to provide data and context information so that city leaders can align their development pattern and service model with what citizens are willing and able to pay for – now and in the future.

Land Use Fiscal Analysis Methodology

Level 1: Property Tax Revenue per Acre

Map the existing property tax revenue (levy) per acre basis for all parcels in the city

Level 2: Net per Acre for Current Conditions (What You Have)

Map existing property tax revenue \$ minus current operating budget funded by property taxes

Level 3: Deficit (What You Really Need)

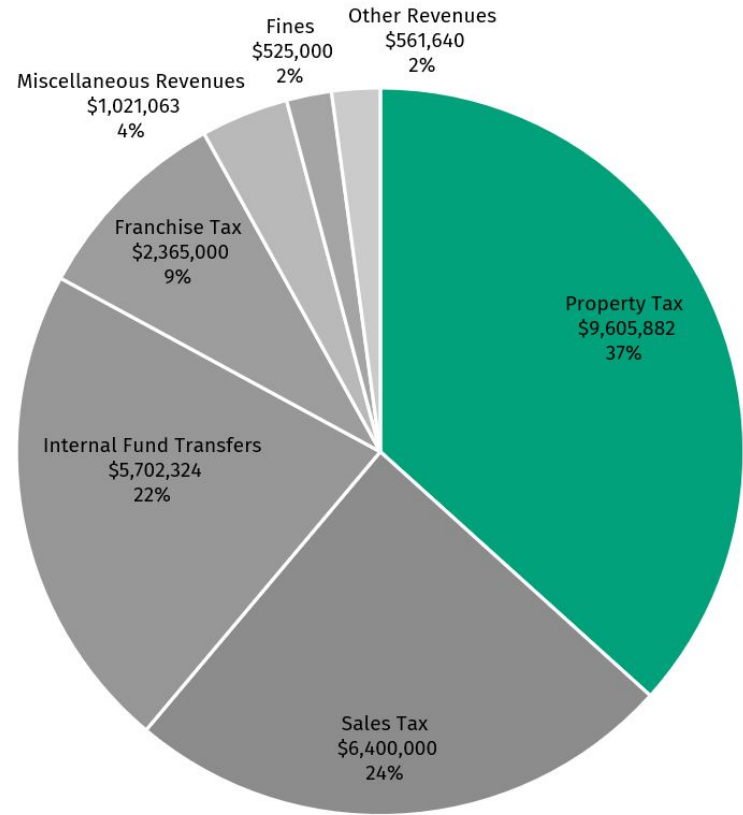
Adds projected general fund costs and unfunded street replacement costs spread over future years

Scenario Planning

Use baseline model and context data to project fiscal performance of future land use and development alternatives



General Fund Revenue (FY 20/21 Budget)



Property Tax	\$ 9,605,882	37%
Sales Tax	\$ 6,400,000	24%
Internal Fund Transfers	\$ 5,702,324	22%
Franchise Tax	\$ 2,365,000	9%
Miscellaneous Revenues	\$ 1,021,063	4%
Fines	\$ 525,000	2%
Other Revenues	\$ 561,640	2%
TOTAL RESOURCES	\$ 26,180,909	

*Information sourced from City of Nacogdoches 2020-2021 Draft Budget ** Other includes Permits, Current Service Charges, Interest, and Intergov Receipts

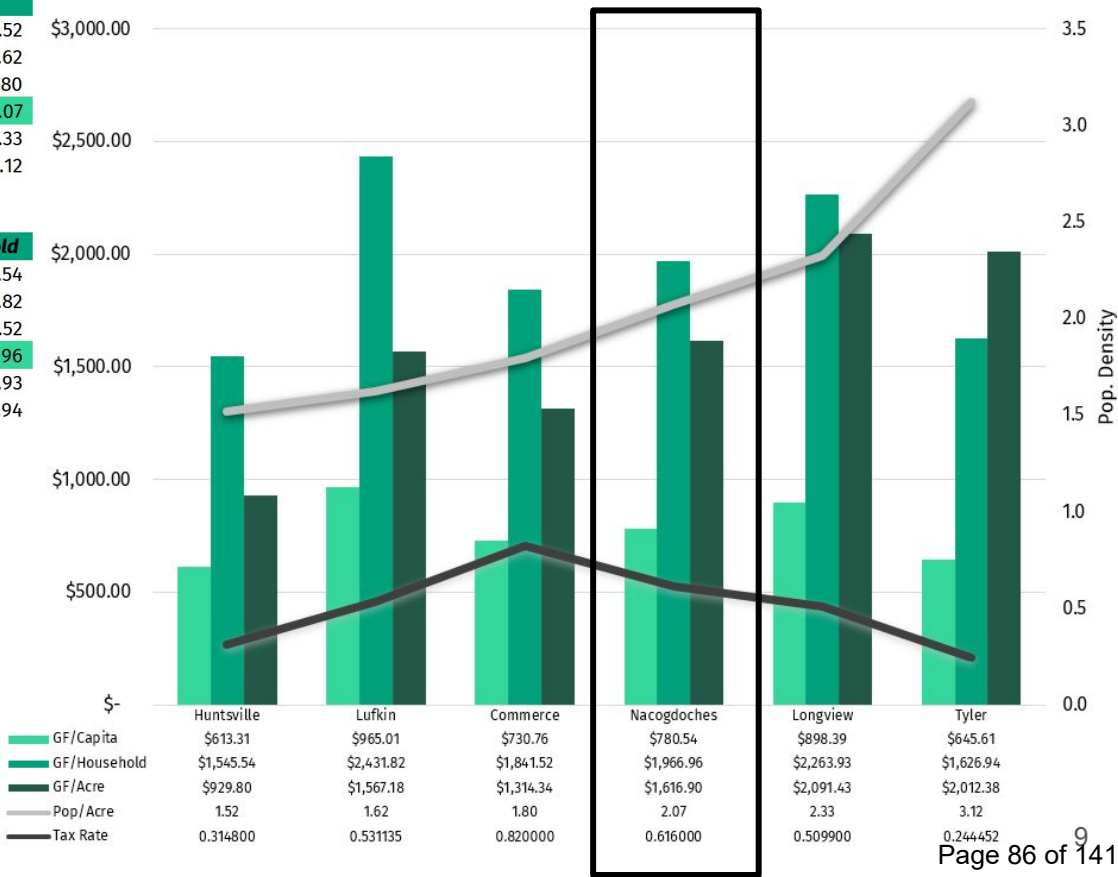


Benchmarks: General Fund

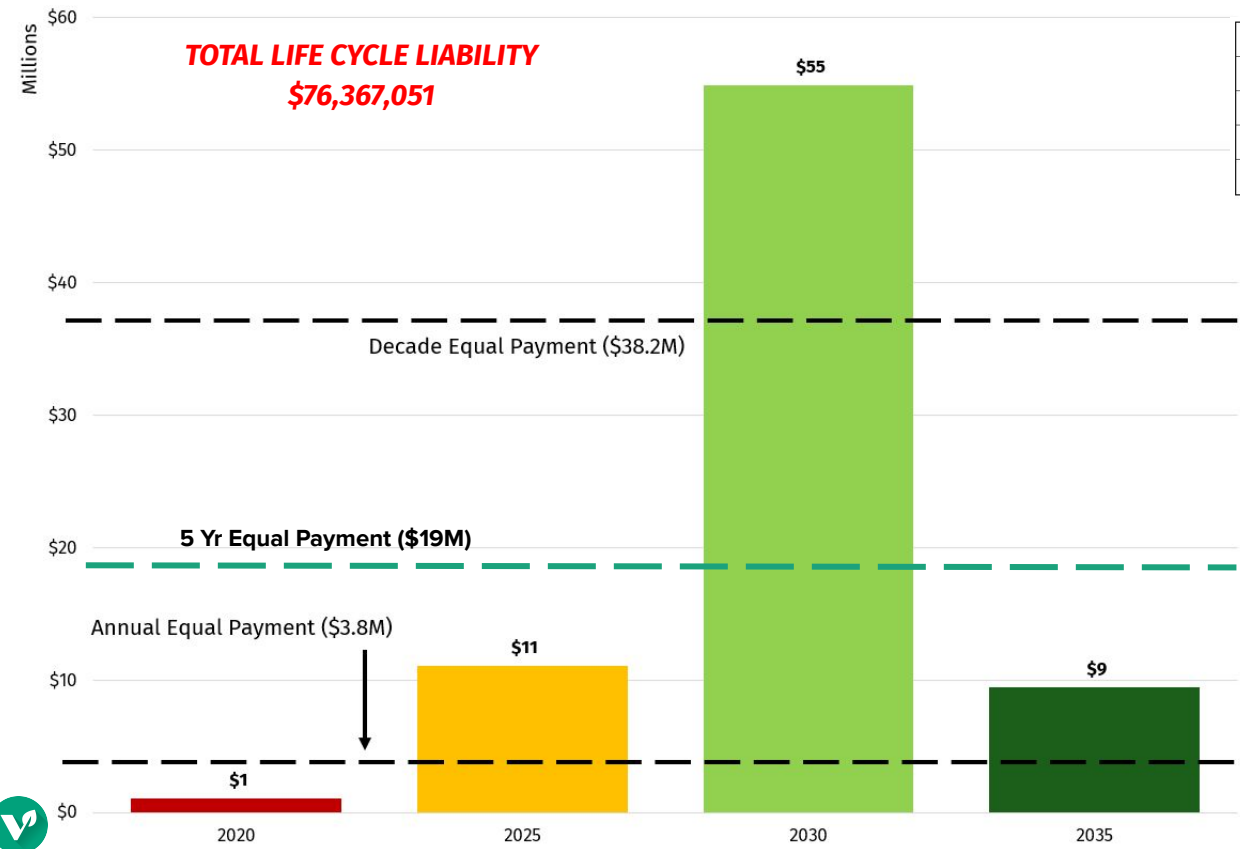
City	Pop, 2020 est.	GF Revenue, 2020	Area (acre)	Pop/Acre
Huntsville	42,138	\$ 25,843,684	27,795	1.52
Lufkin	35,837	\$ 34,583,041	22,067	1.62
Commerce	9,680	\$ 7,073,761	5,382	1.80
Nacogdoches	33,542	\$ 26,180,909	16,192	2.07
Longview	81,647	\$ 73,350,490	35,072	2.33
Tyler	105,729	\$ 68,259,770	33,920	3.12

** Sourced from the US Census Population Estimation

City	Tax Rate	GF/Capita	GF/Acre	GF/Household
Huntsville	0.314800	\$ 613.31	\$ 929.80	\$ 1,545.54
Lufkin	0.531135	\$ 965.01	\$ 1,567.18	\$ 2,431.82
Commerce	0.820000	\$ 730.76	\$ 1,314.34	\$ 1,841.52
Nacogdoches	0.616000	\$ 780.54	\$ 1,616.90	\$ 1,966.96
Longview	0.509900	\$ 898.39	\$ 2,091.43	\$ 2,263.93
Tyler	0.244452	\$ 645.61	\$ 2,012.38	\$ 1,626.94



Projected Street Replacement Costs



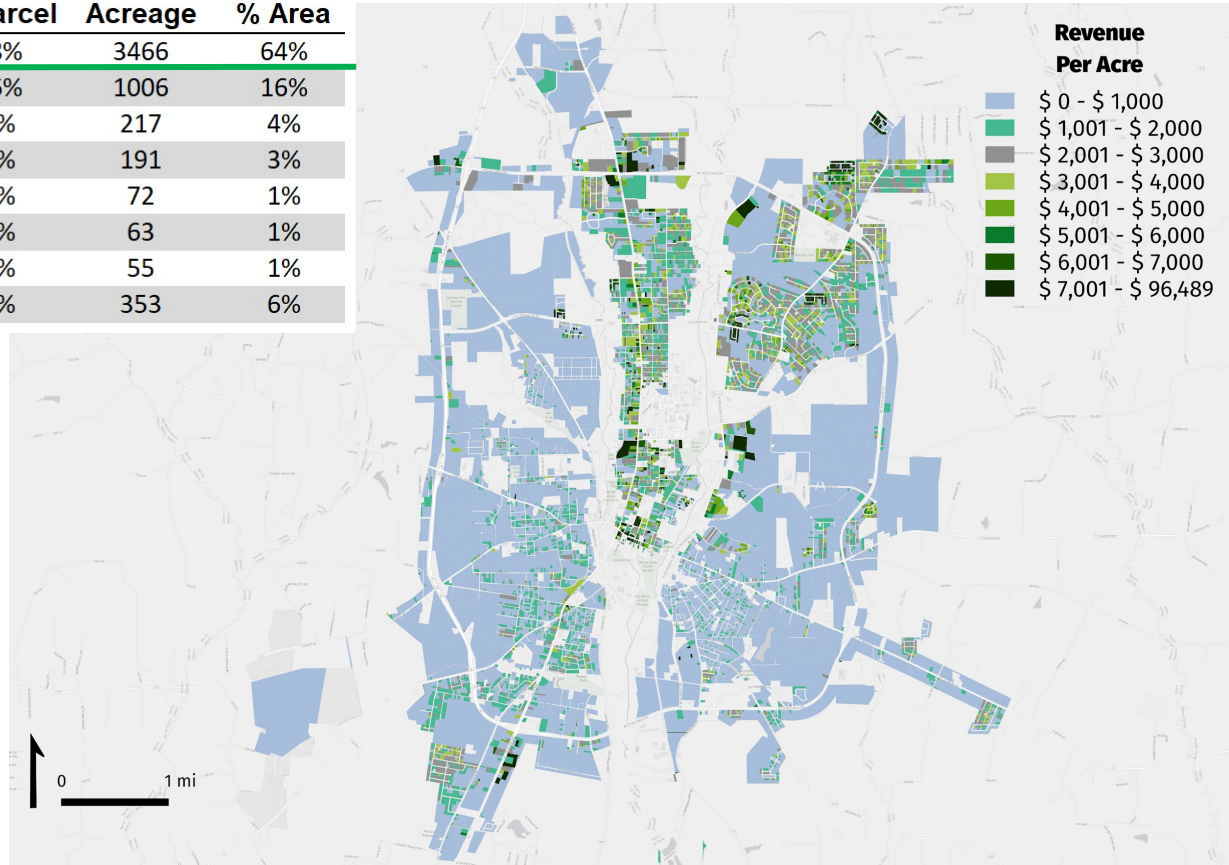
Grade	Associated Cost	Year Replacement
D, & F	\$ 1,046,069	2020
C	\$ 11,080,753	2025
B	\$ 54,897,812	2030
A	\$ 9,444,157	2035

Annual Street Cost Liability
\$76,367,051 / 20 yrs = \$3.8M per yr

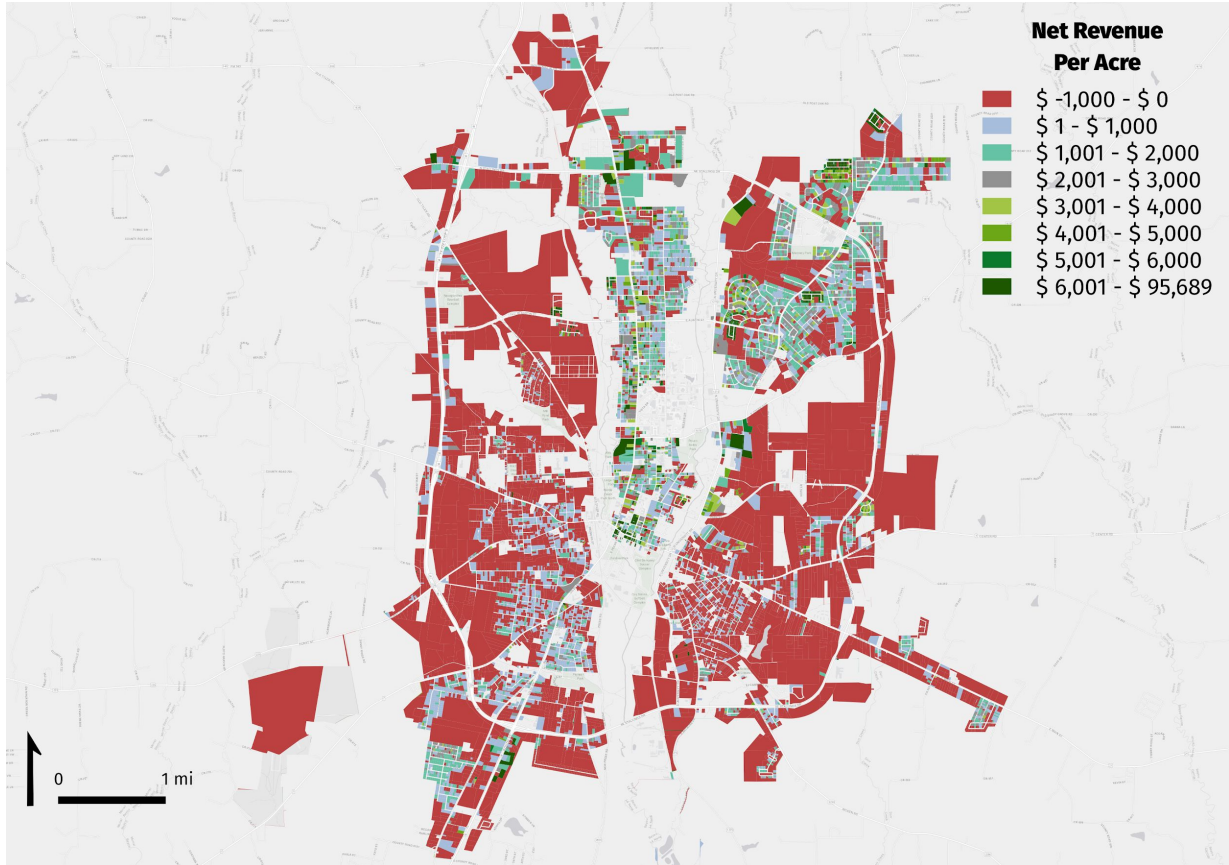
Police	\$ 8,594,193	33%
Fire	\$ 6,041,206	23%
General Government	\$ 6,357,688	25%
Cultural & Recreational	\$ 2,707,682	10%
Streets	\$ 1,164,837	4%
Animal Control	\$ 500,504	2%
Inspection	\$ 425,482	2%
Public Works Admin	\$ 123,948	0%
TOTAL EXPENDITURES	\$ 25,915,540	

Property Tax Revenue per Acre (2019)

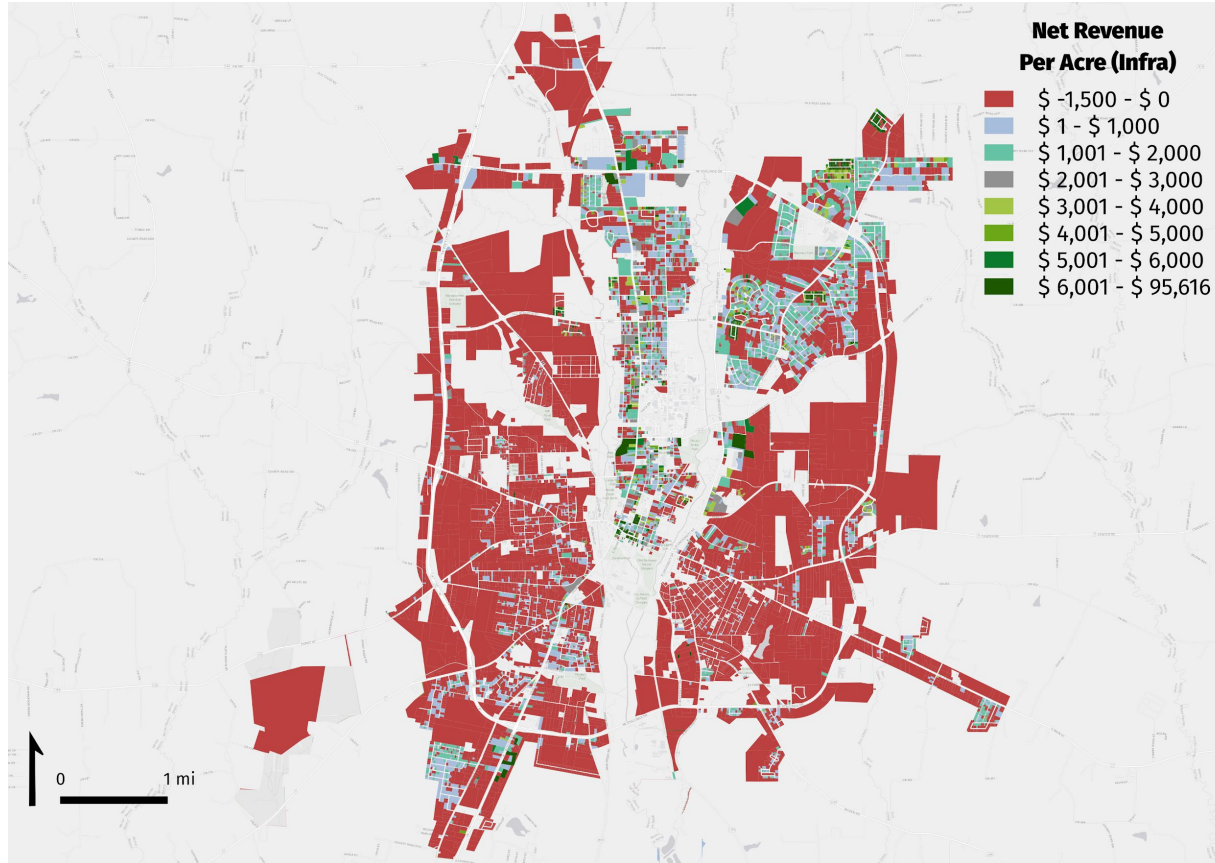
Value Ranges	Count	% Parcel	Acreage	% Area
\$0 - \$1,000	7009	78%	3466	64%
\$1,001 - \$2,000	1515	16%	1006	16%
\$2,001 - \$3,000	237	3%	217	4%
\$3,001 - \$4,000	115	1%	191	3%
\$4,001 - \$5,000	38	0%	72	1%
\$5,001 - \$6,000	26	0%	63	1%
\$6,001 - \$7,000	15	0%	55	1%
\$7,001 - \$96,489	59	1%	353	6%



Net Revenue per Acre (Current Budget)



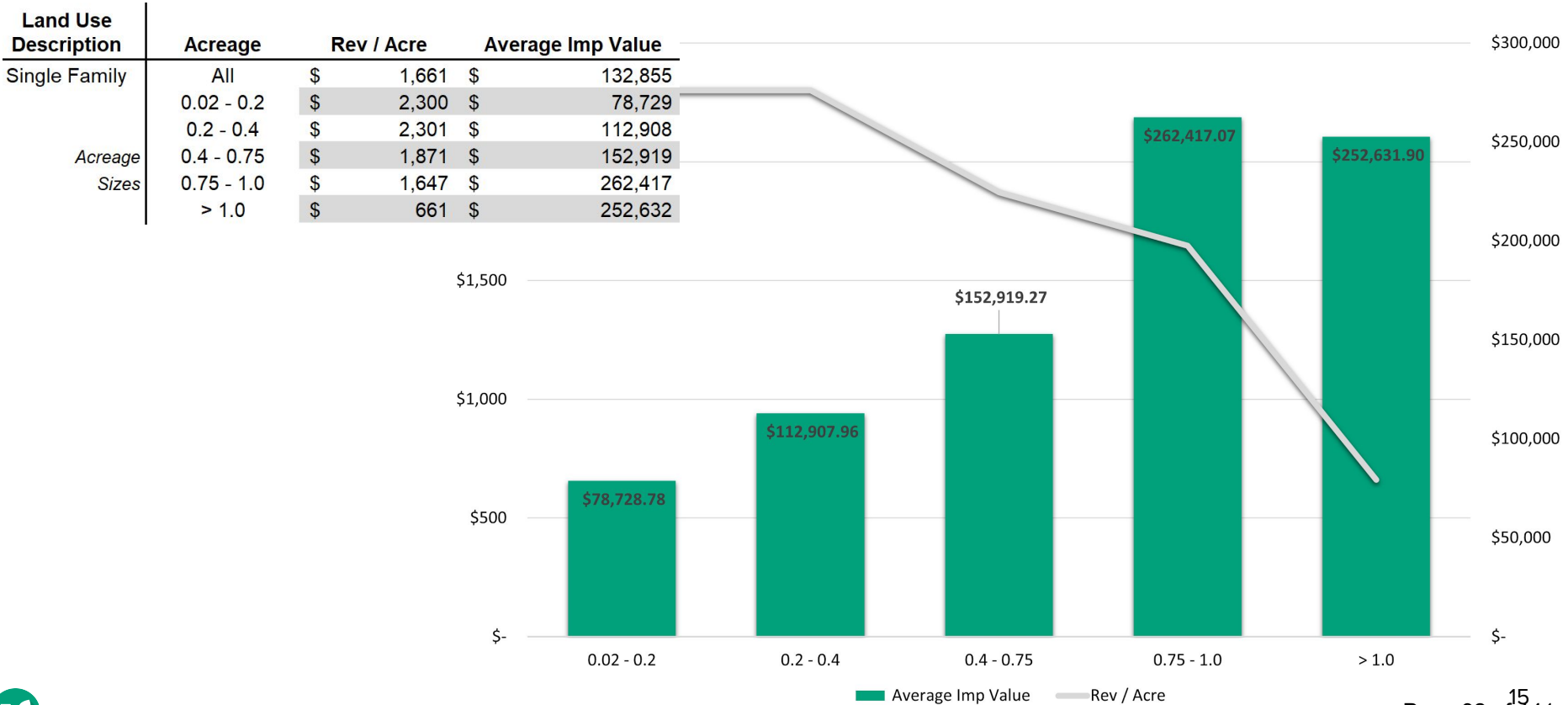
Net Revenue per Acre (Budget + Unfunded Street Costs)



Land Use Summary

Land Use Description	Acreage	Revenue	Rev / Acre	Average Imp Value	Current Budget: Net / Acre	Current Budget: ROI	Budget + St Costs: Net / Acre	Budget + St Costs: ROI
Single Family	All	\$ 3,425,443	\$ 1,661	\$ 132,855	\$ 862	\$ 1.08	\$ 229	\$ 0.16
	0.02 - 0.2	\$ 204,825	\$ 2,300	\$ 78,729	\$ 1,501	\$ 1.88	\$ 868	\$ 0.61
	0.2 - 0.4	\$ 1,554,856	\$ 2,301	\$ 112,908	\$ 1,502	\$ 1.88	\$ 868	\$ 0.61
	Acreage 0.4 - 0.75	\$ 973,477	\$ 1,871	\$ 152,919	\$ 1,072	\$ 1.34	\$ 438	\$ 0.31
	Sizes 0.75 - 1.0	\$ 298,515	\$ 1,647	\$ 262,417	\$ 848	\$ 1.06	\$ 214	\$ 0.15
	> 1.0	\$ 393,770	\$ 661	\$ 252,632	\$ (138)	\$ (0.17)	\$ (771)	\$ (0.54)
Multifamily	All	\$ 1,609,223	\$ 1,326	\$ 112,358	\$ 527	\$ 0.66	\$ (107)	\$ (0.07)
	0.02 - 0.2	\$ 506,271	\$ 3,081	\$ 72,266	\$ 2,282	\$ 2.85	\$ 1,648	\$ 1.15
	Acreage 0.2 - 0.4	\$ 445,175	\$ 1,507	\$ 80,996	\$ 708	\$ 0.89	\$ 75	\$ 0.05
	Sizes 0.4 - 0.75	\$ 175,555	\$ 967	\$ 105,033	\$ 168	\$ 0.21	\$ (466)	\$ (0.33)
	0.75 - 1.0	\$ 38,097	\$ 630	\$ 138,816	\$ (169)	\$ (0.21)	\$ (802)	\$ (0.56)
	> 1.0	\$ 444,126	\$ 868	\$ 565,613	\$ 68	\$ 0.09	\$ (565)	\$ (0.39)
Commercial	All	\$ 2,212,094	\$ 1,700	\$ 243,662	\$ 901	\$ 1.13	\$ 267	\$ 0.19
	<= .25	\$ 249,909	\$ 3,104	\$ 118,182	\$ 2,305	\$ 2.89	\$ 1,672	\$ 1.17
	Acreage 0.25 - 0.5	\$ 267,909	\$ 2,053	\$ 126,919	\$ 1,253	\$ 1.57	\$ 620	\$ 0.43
	Sizes 0.5 - 1	\$ 253,513	\$ 1,579	\$ 162,326	\$ 780	\$ 0.98	\$ 146	\$ 0.10
	> 1	\$ 1,440,764	\$ 1,550	\$ 682,730	\$ 750	\$ 0.94	\$ 117	\$ 0.08
Undeveloped		\$ 1,037,180	\$ 196	\$ 88,457	\$ (604)	\$ (0.75)	\$ (676)	\$ (0.78)

Single Family Avg. Improvement Value vs. Revenue/Acre



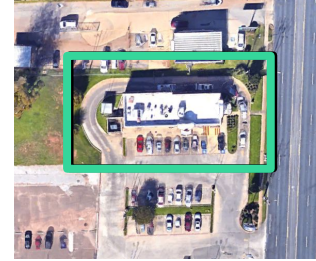
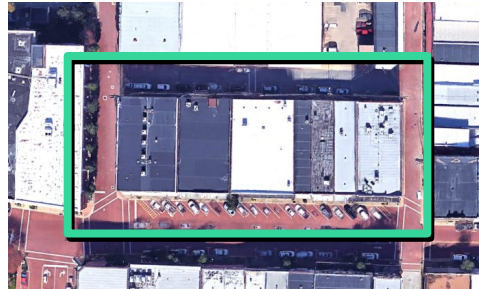
Comparing the Value of Development Patterns

0.65 Acres



Main Street Mixed-Use

Prop. Tax Revenue/Acre
\$13,306



Prop. Tax Revenue /Acre
\$2,596
Suburban Pad Site

0.51 Acres

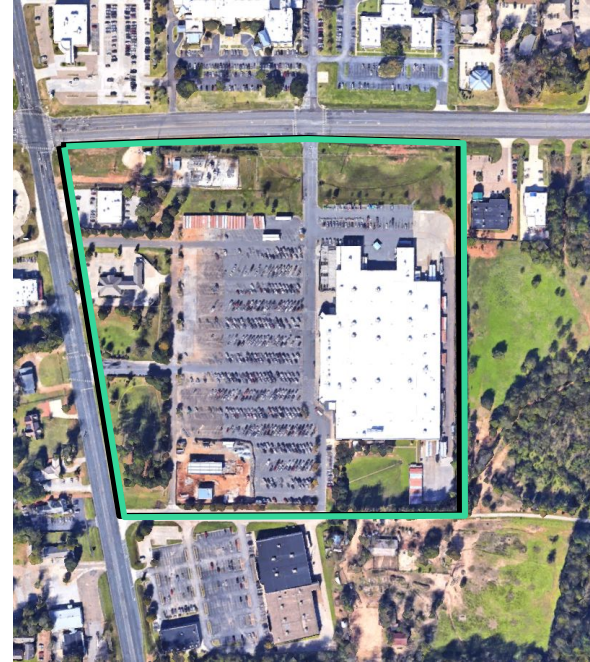


Comparing the Value of Development Patterns



Traditional Grid Downtown (13.14 Acres)

Prop. Tax Revenue /Acre **\$6,942**



Auto Oriented Big Box (27.10 Acres)

Prop. Tax Revenue/Acre **\$1,952**

Comparing the Value of Development Patterns

Big Box - Walmart



Improvement Value	\$5,853,220
Assessed Value	\$8,617,360
Revenue	\$52,911
Area	27.10 Acres
Revenue per Acre	\$1,952

Big Box - Kroger



Improvement Value	\$1,672,470
Assessed Value	\$2,923,550
Revenue	\$17,951
Area	6.99 Acres
Revenue per Acre	\$2,570

300 Block of Main Street



Improvement Value	\$1,318,630
Assessed Value	\$1,659,210
Revenue	\$8,602
Area	0.65 Acres
Revenue per Acre	\$13,396



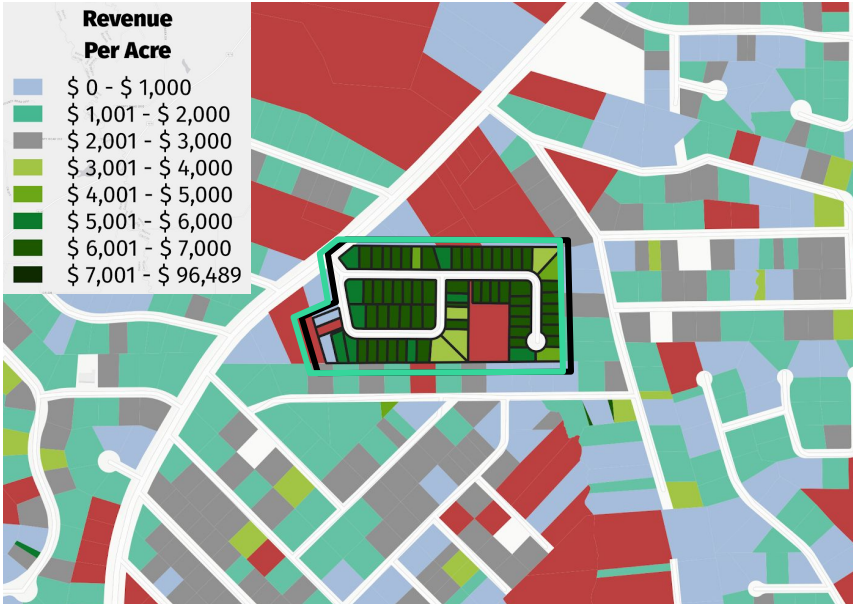
High Producing Parcels: 209 E Main Street

Acreage: 0.069
Prop Tax Rev: \$2,743
Prop Tax Rev/Acre: \$39,609/Acre

Net Rev/Acre (Budget): \$38,807
Net Rev/Acre (Budget + Streets): \$38,176



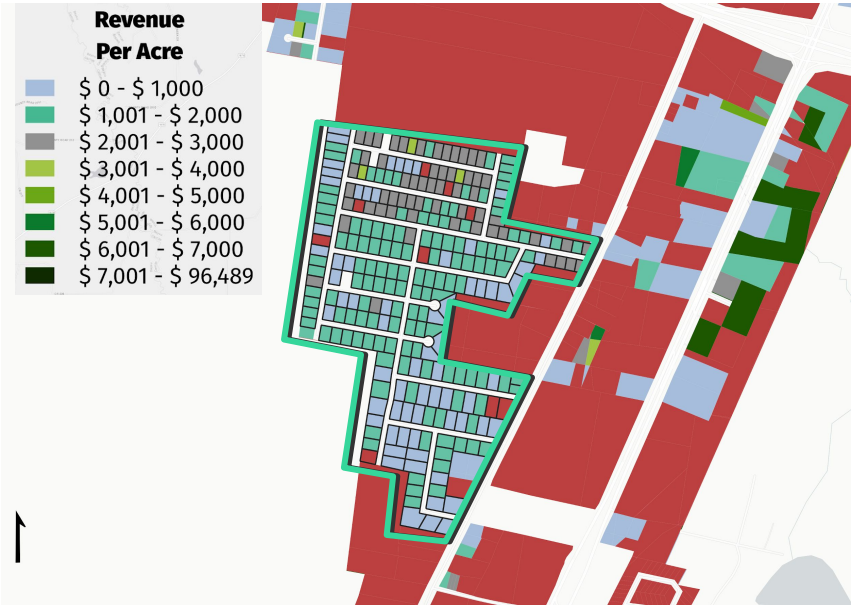
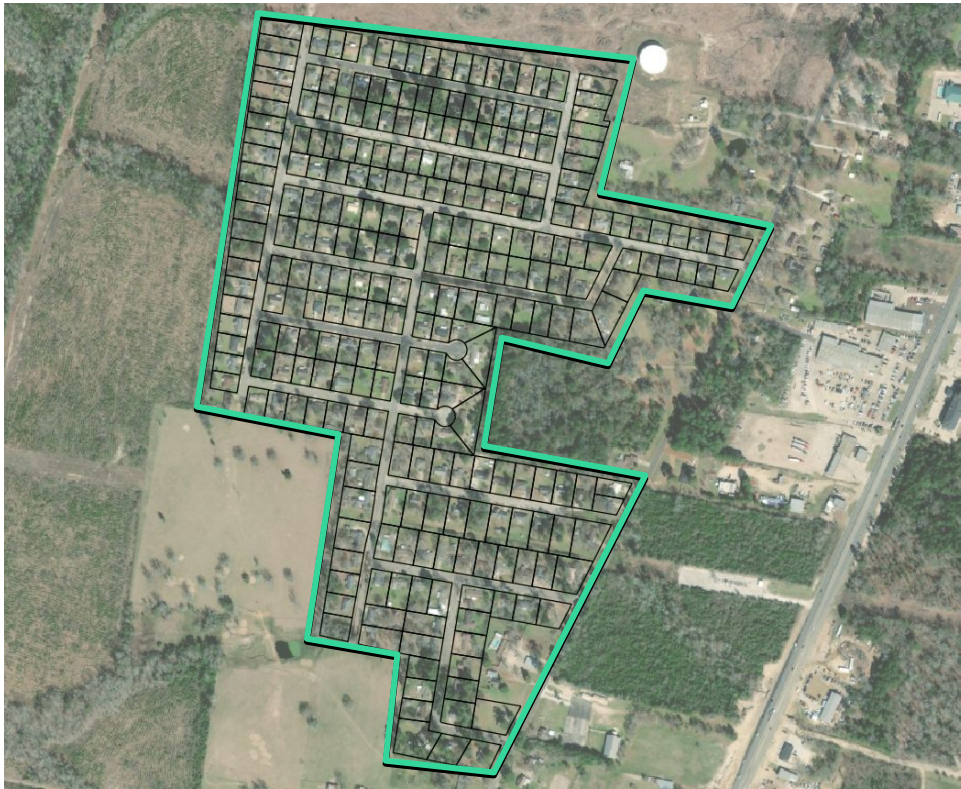
Comparing the Value of Development Patterns



Ashbury Court

Average Lot Size:	0.17 Acres
Avg. Appraised Value:	\$191,651
Avg. Prop. Tax Revenue/Acre:	\$7,851

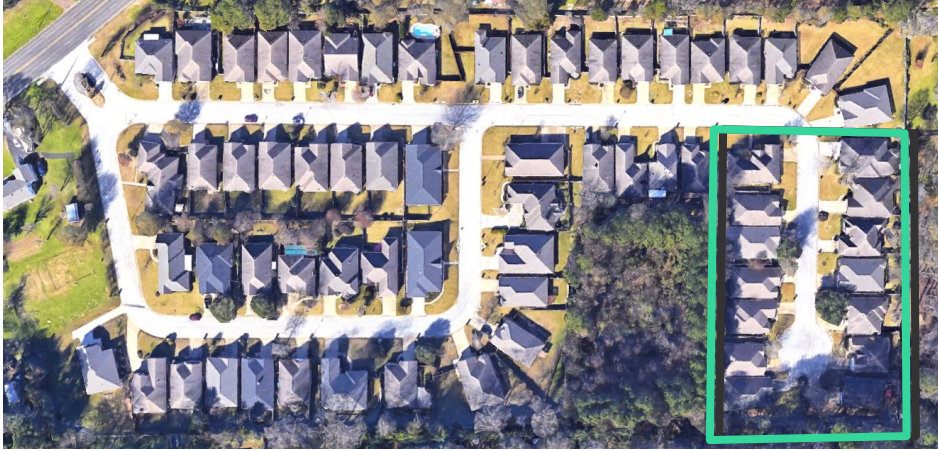
Comparing the Value of Development Patterns



Arbor Oaks

Average Lot Size:	0.30 Acres
Avg. Assessed Value:	\$110,835
Avg. Prop. Tax Revenue/Acre:	\$2168

Street Replacement ROI



Ashbury Court

Cost of Repairs: **\$36,330**

Life Cycle: **20 (asphalt)**

Total Taxable Value of Area

\$2,716,480

Avg. Property Value

\$194,743

Tax Rate

0.614000

Annual Property Tax Revenue

\$16,679

Time to Pay Off Project

100% of Property Tax Revenue Dedicated to Project

2 Years

Current Budget Conditions (4% to Streets)

44 Years!

Street Replacement ROI



Powers & Dolph Street

Cost of Repairs: **\$281,389**

Life Cycle: **20 (asphalt)**

Total Taxable Value of Area

\$2,341,000

Avg. Property Value

\$26,562

Tax Rate

0.614000

Annual Property Tax Revenue

\$14,374

Time to Pay Off Project

100% of Property Tax Revenue Dedicated to Project

20 Years

Current Budget Conditions (4% to Streets)

392 Years!

Closing Thought

The property tax revenue generated from development in the city should be enough to cover street maintenance and reconstruction as well as a significant portion of other basic services such as public safety and administration.

When property tax revenue can cover more basic services, this frees up revenue from sales tax to focus on economic development and quality of life improvements that preserve and enhance property values over time.

The more a city has to rely on sales tax for basic services, the less funding it will have for amenities and economic development incentives.



Common Themes from Our Analysis Work

- Most cities have a significant resource gap when you consider the amount of money they need to rebuild aging streets and provide basic services and expected quality of life amenities to current and future residents
- Not all growth and development is necessarily good for a city when you consider the long-term impacts on city finances and ability to serve and maintain neighborhoods and infrastructure.
- Older “traditional grid” neighborhoods and downtowns with smaller lots and narrower streets typically outperform newer suburban style development with larger lots and wider streets.
- High ROI parcels and developments typically have the following characteristics:
 - High ratio of building footprint to lot size
 - Multi-story structures
 - Narrow lot frontage
 - Smaller lots (higher density)
 - OR: Large rural estate lots with high value homes and minimal infrastructure

Takeaways and Recommendations for Nacogdoches

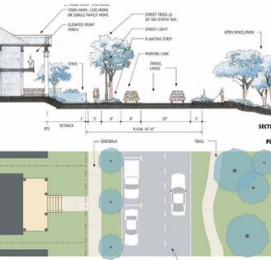
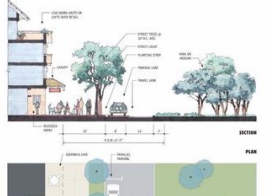
- Property tax share of general fund revenues is only 37%. This puts extra pressure on sales tax and other funding sources to cover basic services.
 - Goal: property tax revenue $\geq$ 50% of general fund revenue
- General Fund per acre is low when compared to what it will likely need to be to sustain services and quality of life amenities in the future
 - Current GF/acre is \$1617/acre
 - At current tax rate and general fund revenue source ratios, it would require approximately \$1850/acre to cover existing street infrastructure liabilities
 - To accommodate future increases in service costs that come with horizontal expansion and population growth, the city will likely need to get closer to \$2K/acre on average, with 50% of general fund from property tax (\$1K/acre in levy/acre).
- Just 22% of the city's parcels (37% of the city's area) are currently generating \$1000/acre and higher in property tax revenue.
- 51% of the city's service area is developed. Developed parcels generate 88% of the city's property tax revenue.

Takeaways and Recommendations for Nacogdoches

- The small lots are the highest producing parcels. The two smallest lot segments (< 0.2ac and 0.2 - 0.4ac) both net over \$800/acre even after budget and unfunded street costs are considered.
- A large majority of the city has a traditional grid pattern with small narrow lots, which is the framework for the higher producing development patterns.
- Prioritizing and coordinating economic development, housing, and CIP investments into infill and redevelopment in downtown and the surrounding area is the fastest way to close the city's resource gap.
- Promote and incentivize growth and infill in the City Center and existing neighborhoods to maximize return on infrastructure investment.
- Consider evaluating the fiscal impact of new development (including future infrastructure replacement costs) so that city decision makers can have a better understanding of long-term costs and service impacts.

Applications of Land Use Fiscal Analysis

- Provides a language and process to back up the desired outcome of a “fiscally resilient community”
- Align development pattern, infrastructure and services with what citizens are willing and able to pay for now and in the future
- Inform land use, annexation and growth management decisions to balance revenues, costs and debt obligations over time
- Create zoning and design guidelines that encourage financially sustainable development patterns
- Inform infrastructure and economic development investments
- Common language for citizen education and engagement activities and materials

No.	Street Type	Curb Road	Speed Limit mph	Setback	Street Section and Plan	Building Type
10.	Residential Street II - Two Way Street - Staggered Parking, Marked	10'	20	Min 15'		Detached House I & II, Sideyard Houses, Cottages, Green - Garden Court, Town Home, Live/Work, Multi-unit Home
11.	Park Drive - 2 Way Street - Parallel Parking, One side only, Marked	10'	25	min. 15'		Detached House I & II Live/Work, Town Home, Lofts Over Retail, Mixed Use, Courtyard Apartments
12.	Commercial Residential, Slip Street - One Way Street - Parallel Parking, marked, one side	10'	20	5'-15'		Detached House I & II Live/Work, Town Home, Lofts Over Retail, Mixed Use, Courtyard Apartments



City Council Meeting

Date: January 5, 2021

Agenda Item: 6.A.

PRESENTER: Jan Vinson, City Secretary

ITEM/SUBJECT: Consider approval of minutes from December 8, 2020 special session and December 15, 2020 regular session. (Jan Vinson, City Secretary)

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact associated with this item

CITY CONTACT: Jan Vinson, City Secretary
vinsonj@nactx.us
936-559-2506

ATTACHMENTS:

1. December 8, 2020 Minutes
2. December 15, 2020 Minutes



**Special Session
Nacogdoches City Council
December 8, 2020 – 4 p.m.
Videoconference**

Special Session:

City Council present in person: Mayor Shelley Brophy, Council Members Roy Boldon, Garth Hinze, Amelia Fischer and Jay Anderson.

- 1. Called to order at 4:00 p.m.
- 2. No one spoke during open forum.

City Council convened in Executive Session at 4:02 p.m.

3. EXECUTIVE SESSION:

- A. Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment or employment of a public officer or employee. The subject of this Executive Session is to discuss appointment or employment related matters concerning Interim City Attorney and related legal services.
- 4. City Council reconvened in Open Session at 4:35 p.m.
- 5. Council Member Hinze moved approval to authorize the City Manager to negotiate with Flowers Davis in Tyler, Texas for interim City Attorney services; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote. And, Council Member Anderson moved approval to authorize the City Manager to negotiate a contract with Strategic Government Resources (SGR) to perform a search for a permanent City Attorney; motion duly seconded by Council Member Garth Hinze and carried by unanimous vote.
- 6. Meeting adjourned at 4:40 p.m.

ATTEST:

Jan Vinson, City Secretary

Mayor Shelley Brophy
City Council
City of Nacogdoches



**Regular Session
Nacogdoches City Council
December 15, 2020 – 5:30 p.m.
Videoconference**

DRAFT

Regular Session:

City Council present in person: Mayor Shelley Brophy, Council Members Roy Boldon, and Jay Anderson. **City Council present via videoconference:** Council Members Amelia Fischer and Garth Hinze.

Council Member Fischer left the meeting at 6:35 p.m.

1. Called to order at 5:30 p.m.

City Council convened in Executive Session at 5:31 p.m.

3. EXECUTIVE SESSION:

- A. Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment or employment of a public officer or employee. The subject of this Executive Session is to discuss appointment or employment related matters concerning City Attorney search.

City Council reconvened in Open Session at 5:45 p.m.

4. Council Member Anderson moved to appoint Flowers Davis to provide interim City Attorney services; motion duly seconded by Council Member Roy Boldon and carried by unanimous vote.

5. WORK SESSION:

- A. Receive a demonstration of the NAC311 application used for citizen input and work order processing.

Steve Bartlett, Public Works Director explained NAC311 which is the City's new multiplatform application which will assist staff with receiving and tracking citizen issues. NAC311 is custom software that models typical inquiries from the public. This software package functions as an internal work order system used by departments to deploy City crews to correct and/or investigate issues in a timely fashion, and gives staff the ability to track progress of each task.

Staff will begin an outreach program in January 2021 to inform the public about the new tool.

- B. Receive a report and hold a discussion regarding a list of studies and strategies to assist in the City's planning and economic development efforts.

City Planner Alaina Chafin discussed a list of studies that are outdated and in need of revision, and additional plans and studies needed to further current and future planning, engineering and economic development efforts. The goal is to create a holistic comprehensive strategic action plan to help the City manage growth and resources. Staff and consultants are currently working on a fire station study, return on investment study, sewer master plan, water master plan and terminal area plan. Mrs. Chafin discussed the City's total investment to date as well as future plans and studies.

City Council discussed revising the comprehensive plan in sections, the importance of community engagement and housing needs study.

REGULAR SESSION:

6. No one spoke during open forum.

7. No items removed from consent agenda.

- 8. CONSENT AGENDA: Items included under Consent Agenda require little or no deliberation by Council. Approval of Consent Agenda authorizes the City Manager or his designee to proceed with conclusion of each in accordance with staff recommendations as reflected in the minutes of this meeting.**

Minutes unofficial until approved by City Council

- A. Minutes from December 1, 2020 regular session.
- B. Consider approval of Chapter 380 agreements between the City of Nacogdoches and Solid Foundation to provide grant funding to minimize the economic impact of COVID-19 related closures.
- C. Consider approval of a two year contract between the City of Nacogdoches and HillCo Partners for the provision of intergovernmental consulting services for state legislative advocacy in the amount not to exceed \$120,000, with the option of renewing for two additional 24-month periods.

Council Member Fischer asked for additional information regarding Consent Agenda Item 8 C specifically about proposed bills in the Texas legislature. City Manager Mario Canizares stated there is a non appropriations clause in the contract with HillCo Partners for lobbying services which City Council can invoke.

Council Member Roy Boldon moved approval; motion duly seconded by Council Member Jay Anderson and carried by unanimous vote.

9. **REGULAR AGENDA:**

- A. **PUBLIC HEARING:** Consider request for approval of a Development Plan for a Senior Center in a PD, Planned Development District, for Lots 1 and 2, Block 5, City Block 50 for the Austin Hills Subdivision, located at 1601 West Austin Street. This request has been submitted by Curtis Architecture – Army Curtis. Case File PD2020-03.

City Planner Alaina Chafin stated the original Planned Development Concept Plan was approved in 2004 with the primary use being a single family subdivision and a future nursing home or assisted living facility. The Planned Development Concept Plan was amended in 2020 to allow for the conversion of the existing church building into a senior citizen center.

Staff sent fifteen (15) notices to property owners within the 200 foot notification area. No one responded to the notices.

Planning and Zoning Commission met on December 14, 2020 and unanimously recommends approval.

Mayor Brophy opened the Public Hearing. Army Curtis, Architect, spoke in favor of the Development Plan as did Mike Kelly, Chairman of the Nacogdoches Committee on Aging. No one spoke against. Mayor Brophy closed the Public Hearing.

Council Member Roy Boldon moved approval; motion duly seconded by Council Member Garth Hinze and carried by unanimous vote.

- B. Presentation of Year End Financial Recap for 2019-2020.

Pam Curbow, Finance Director, discussed year end revenues and expenditures. Overall General Fund revenues were up by 2% (\$468,000) which does include CARES Act monies, and expenditures were within expectations. Utility and Sanitation Fund expenditures and revenues were within expectations. Hotel Tax Fund was down 25% which was expected due to COVID-19 and expenditures were within expectations.

- C. Consider adoption of the proposed compensation plan and budget amendments for the nineteen (19) pay periods in the current fiscal year impacted by the salary adjustments.

Pam Curbow, Finance Director, reviewed the proposed compensation plan. Ms. Curbow discussed implementation costs, annual plan costs, increase in minimum wage and merit based pay for performance system.

Council Member Roy Boldon moved approval; motion duly seconded by Council Member Jay Anderson and carried by unanimous vote.

- D. Consider approval of expenditure of \$100,000 of the City's CARES Act funding to assist the Nacogdoches Independent School District (NISD) for the purchase of technology so that students can continue their coursework in a remote environment as needed.

The Texas Education Agency assisted Independent School Districts across the state in presenting a proposal to cities and counties to utilize a portion of the CARES Act funds to purchase technology for remote learning. Pam Curbow, Finance Director, stated that because of this effort Nacogdoches Independent School District made a formal request for \$100,000 of the City's CARES Act funding.

Council Member Jay Anderson moved approval; motion duly seconded by Council Member Garth Hinze and carried by unanimous vote.

- E. Consider an ordinance of the City of Nacogdoches, Texas, for the conveyance of 0.212 acres of land, more or less, to Pilgrim's Pride Corporation, authorizing the Mayor to execute necessary documents of conveyance, making findings, providing for a severability clause, establishing an effective date, establishing proper notice and open meeting, and ordering appropriate filing.

The Texas Department of Economic Development entered into a Texas Capital Fund Contract with the City of Nacogdoches for the furtherance of economic development in order to retain and expand jobs in Nacogdoches. The City of Nacogdoches and Pilgrim's Pride Corporation then entered into a Community and Business Agreement for Real Estate Improvements for facility improvements with funds received from the Texas Capital Fund. City Attorney Jeff Davis stated that in order to facilitate plant expansion, Pilgrim's Pride donated .212 acres to the City for construction of a spiral freezer system. Funds were advanced from Texas Department of Economic Development to the City and the City provided a 240 month zero interest loan to Pilgrim's Pride. Mr. Davis stated the City is now satisfying its contractual obligations by the reconveyance of .212 acres back to Pilgrim's Pride Corporation.

Council Member Roy Boldon moved approval; motion duly seconded by Council Member Garth Hinze and carried by unanimous vote.

City Council convened in Executive Session at 7:29 p.m.

10. EXECUTIVE SESSION:

- B. Personnel Matters – Pursuant to Texas Government Code Section 551.074, deliberations regarding the appointment or employment of a public officer or employee. The subject of this Executive Session is to discuss compensation and job description for Municipal Court Judge.

City Council reconvened in Open Session at 7:54 p.m.

11. Mayor Brophy moved to set compensation for the Municipal Court Judge at Grade 34; motion duly seconded by Council Member Garth Hinze and carried by unanimous vote.
12. Meeting adjourned at 7:55 p.m.

ATTEST:

Mayor Shelley Brophy
City Council
City of Nacogdoches

Jan Vinson, City Secretary



City Council Meeting

Date: January 5, 2021

Agenda Item: 7.A.

PRESENTER: Sherry Morgan

ITEM/SUBJECT: Receive Convention and Visitor's Bureau Annual Report. (Sherry Morgan, Convention and Tourism Director)

SUMMARY/BACKGROUND: This presentation will cover Convention and Visitors Center operation, marketing efforts, hotel occupancy and digital analytics.

FINANCIAL:

No financial impact associated with this item

CITY CONTACT: Sherry Morgan, Convention and Tourism Director
sherry@visitnacogdoches.org
936-564-7351

ATTACHMENTS: 1. CVB Report

Nacogdoches Convention & Visitors Bureau



END OF YEAR REPORT
FYE 2020

Visitors

The Charles Bright Visitors Center played host to approximately 8600 walk-in guests FY20 including numerous international travelers.

39% decrease from FY19

Requests for Information

3201 requests for information were satisfied
FY20

30% decrease from FY19

14,320 downloads of visitor information from
www.visitnacogdoches.com

5% decrease from FY19

Paid Print Marketing

Texas Monthly

County Line Magazine

Texas State TravelGuide

Texas Meeting Planner Guide

Texas Society of Association Executives

Nacogdoches County Chamber of Commerce

Map ad

Texas Highways

Sawdust

NETTC

D Magazine

Southern Traveler

Total marketing expense FY20 - \$146,085 (\$162K) (includes paid digital marketing) 20% decrease YOY



Still making history.

Remember that time and place in your life when nothing seemed impossible?
Come back to Nac and rediscover that part of you that never left. You'll find a lot of
things that are new and surprising but also some things that never change.

When it comes to making history, we still have a **Nac** for that!

Plan your next trip back at VisitNac.com/Jacks





Seen our bloomers?

There's nothing subtle about spring in the oldest town in Texas. It explodes in a burst of color in Texas' largest azalea garden. If you're ready for spring in all its splendor, we have a **Nac** for that! Experience this annual renewal in the Garden Capital of Texas. Plan your stay at VisitNac.com/Azaleas.



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888-564-7351
VisitNac.com



Berry your face in the blues!

Enjoy the freshest fun in Texas at the 31st Annual Texas Blueberry Festival! From a blueberry pancake breakfast on the red brick streets to the Blueberry Bluegrass Concert in Festival Park, you're guaranteed a fun-filled weekend. Book your stay today at VisitNac.com/blueberry

Please Check Event Status and Dates
TexasBlueberryFestival.com



888-564-7351 | VisitNac.com

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Please Check Event Status and Dates
TexasBlueberryFestival.com



888-564-7351

VisitNac.com

Page 118 of 141

Nothing's better for
your inside than to
get outside.



Had enough of the house?
Hit the road to the great
outdoors. Kayak a glassy
lake, bike a forest trail,
take in the barn quilt loop
or garden tour from the
comfort of your car or just
grab a hammock and hang
out. Find it all on
the Visit Nac app or
at VisitNac.com and
get out there!



888-564-7351
VisitNac.com



Nothing's better for your
inside than to get outside.

When the leaves and temperatures start falling, it's time to hit the road to
the great outdoors. Kayak a glassy lake, bike a forest trail, take in the the
fall foliage from the comfort of your car or just grab a
hammock and hang out. Find it all on the Visit Nac app
or at VisitNac.com and get out there!



888-564-7351 | VisitNacogdoches.com



A Ride to Remember.

Nothing soothes the soul like the open road, especially this autumn.
Maybe fall is Mother Nature's way of showing us the beauty of letting things go.
Feel the freedom, take in the color and make memories by the mile.
Map your route with the Visit Nac app or at VisitNac.com.



16'9" Wide x 8'
Runs 15 days (15 from Jan-August)

Unique to Antique?



Visit Historic Downtown

18'6" Wide x 8'
Runs 15 days (15 from Jan-August)

Texas Pride?



Proud Partner of Pilgrim's Pride

We
Bend,
Not
Break



#WeBendNotBreak

#NACstrong



Nacogdoches 
the oldest town in Texas



Quarterly Social Media Report

July 1, 2020 – September 30, 2020



 Meltwater

EXECUTIVE SUMMARY

Despite a 6% drop in content volume for Visit Nacogdoches, potential Twitter impressions grew by 73% in Q3.

Facebook was the top source of mentions, with 48% SoV.

Positive sentiment slid by 21 points to 13% by the end of the quarter.

Visit Nacogdoches' Facebook account gained the largest number of new followers among the monitored owned channels.



Mentions and positive sentiment decreased in Q3



1,282 mentions

▼ 6% | 48% on Facebook | 92% Earned



1.6M Twitter impressions

▲ 73% | 93% Earned



13% positive sentiment

▼ 21 points



391 new followers

▲ 2% Overall | ▲ 2% on Facebook

SENTIMENT



TOP OWNED POST BASED ON ENGAGEMENT



Brand Analysis

July 1, 2020 – September 30, 2020



KEY METRICS

In Q3, Visit Nacogdoches recorded 1,282 mentions (down by 6% QoQ).

Facebook remained as the top source of content with 613 mentions or 48% SoV (+13 points QoQ).

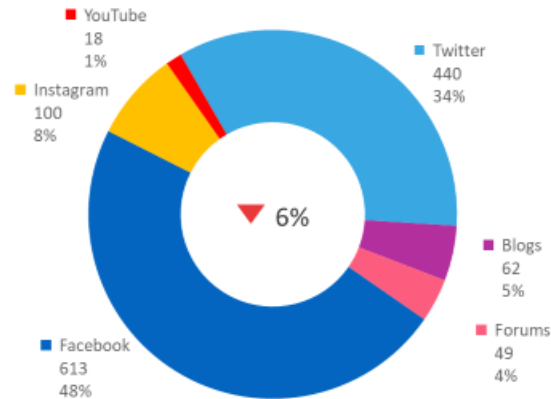
Positive sentiment recorded a 21-point drop to 13%, while negative sentiment score decreased by 15 points to 4%.

September recorded the largest volume of content in Q3 with 503 mentions, followed by August with 447 mentions, and July with 332 mentions.

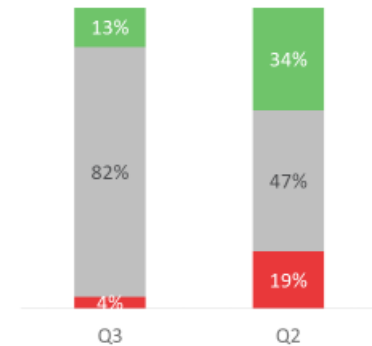


Volume of mentions, positive and negative sentiment scores decreased

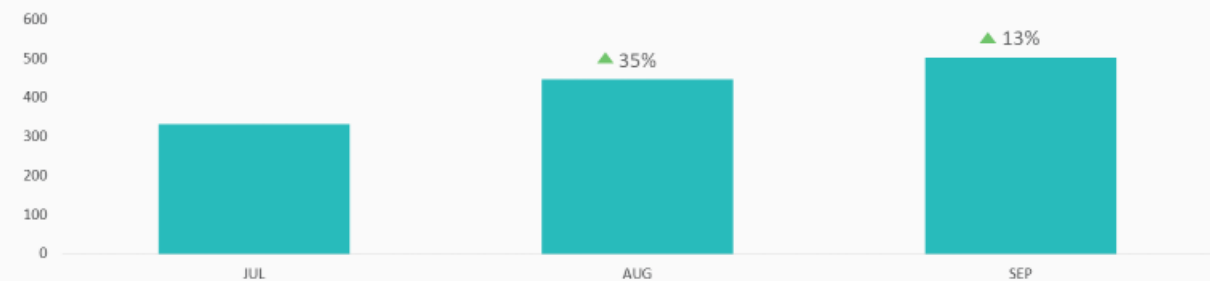
1,282 TOTAL MENTIONS



SENTIMENT



MONTHLY VOLUME TREND



POPULARITY TREND & SPIKE ANALYSIS

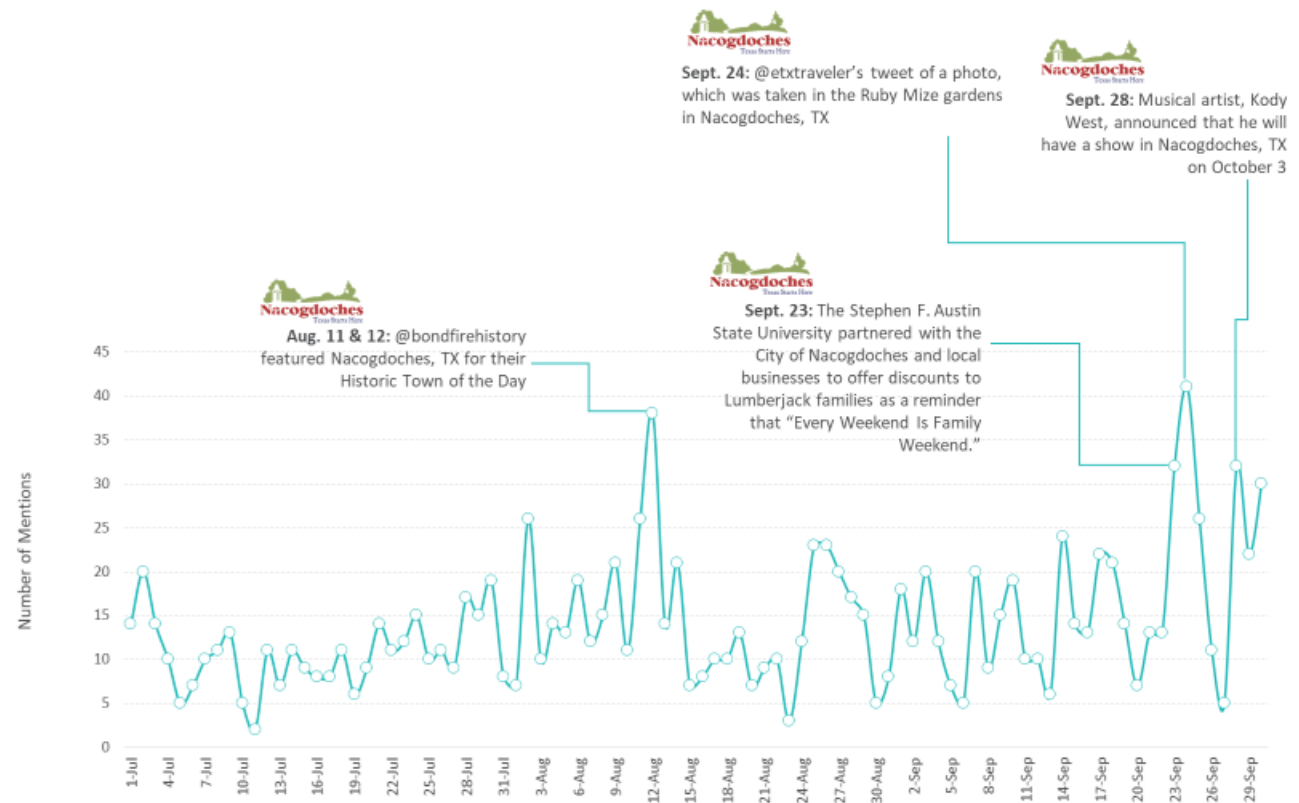
The top daily buzz spike in Q3 transpired on September 24. It was influenced by @etxtraveler's tweet of a photo, which was taken in the Ruby Mize gardens in Nacogdoches, TX, which accounted for 34% of daily mentions.

@bondfirehistory feature of Nacogdoches, TX as their Historic Town of the Day, was another notable tweet. It drove 26% of mentions collected on August 12.

Other major spikes were recorded on September 23 and September 28.



Key topics: Historic Town of the Day, Family Weekend, photo in the Ruby Mize gardens, Kody West



5 VISIT NACOGDOCHES | SOCIAL MEDIA BRAND REPORT | JULY 1, 2020 – SEPTEMBER 30, 2020

Meltwater

SAMPLE TOP POSTS

The top tweets in Q3 were about Kody West's performance in Nacogdoches, Nacogdoches County's volunteer deputy registrar class schedule, and Visit Nacogdoches' photo of the Ruby Mize gardens.

Some of the top Instagram posts were about the "Nacogdoches - It's In Our Nature" in the "We Are East Texas" 2020 photo contest, and a photo of a sunset.



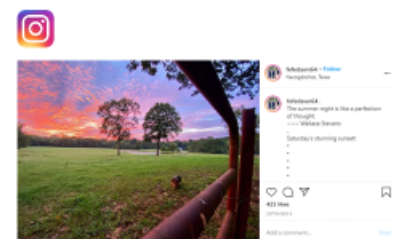
10/1- Cedar Park, TX
10/2- Brownwood, TX
10/3- Nacogdoches, TX
10/8- Corpus Christi, TX
10/9- Houston, TX
10/10- El Campo, TX



VOLUNTEER DEPUTY REGISTRAR CLASS SCHEDULE
If you would like to attend a class please register by 1:00 p.m. on the day before the event.
You may call (202) 963-7825 if you are unable to register online.

Upcoming Class Dates at the Courthouse Annex
Wednesday, August 19th, 2020 - 5:30 p.m.
Tuesday, August 25th, 2020 - 5:30 p.m.
Thursday, August 27th, 2020 - 5:30 p.m.
Tuesday, September 1st, 2020 - 5:30 p.m.
Thursday, September 10th, 2020 - 5:30 p.m.
Tuesday, September 15th, 2020 - 5:30 p.m.

The deadline to register to vote or update your address for the November 3rd, 2020 Presidential Election is Monday, October 5th, 2020.



TOP INFLUENCERS TWITTER & INSTAGRAM

Influencers with the highest number of followers who tweeted about Visit Nacogdoches during this quarter included KTRE News with 24.3K followers, Texas Historical Commission (1 tweet, each), Gunpowder and Lace Boutique (2 tweets), and Another Robertson (1 tweet) among others.

Instagram influencers with the highest number of followers for Visit Nacogdoches included Texas Forest Trail with 28.9K followers, followed by Felicia Dee, Celebrating Agriculture, and ETX Life, among others.



TWITTER



KTRE News ✓
@KTREnews

1,924 Following 24.3K Followers

[Sample Post](#)



Texas Historical Commission
@TxHistComm

812 Following 14K Followers

[Sample Post](#)



Gunpowder and Lace Boutique
@Galboutiquenac

6,570 Following 13.1K Followers

[Sample Post](#)



Another Robertson
@hairba111

9,603 Following 9,588 Followers

[Sample Post](#)

INSTAGRAM



etxtraveler Follow + ...

3,272 posts 28.9k followers 1,141 following

Texas Forest Trail
Texas Forest Trail Region Official Account. We Are East Texas.
•Tag your ETX photos w/location



rural_worth Follow + ...

958 posts 1,376 followers 1,559 following

Celebrating Agriculture
Tag & follow #rural_worth to feature. Admin Amanda @gulpha. Promoting agriculture everywhere!



fefedawn64 Follow + ...

3,434 posts 2,898 followers 2,724 following

Felicia Deeeeee
Nature lover 🌿🐾🌻
Member:



etxlife.com Follow + ...

287 posts 1,351 followers 1,009 following

ETX Life • East Texas
ETX Lifestyle Website
It's All Good in the Piney Woods! 🌲

Owned Channels

July 1, 2020 – September 30, 2020



TWITTER

Tweets by Visit Nacogdoches amounted to 40 in Q3 2020 (5 posts less QoQ). These, along with their retweets, generated 117,225 estimated impressions (9% QoQ lower).

- Owned impressions peaked on September 10 with 8.5K impressions. The spike was caused by the @visitnac's post about a new exhibit at the Nacogdoches Railroad Depot Museum.

Visit Nacogdoches' most engaging tweets featured a restaurant recommendation, a customer service reply, and a new exhibit at the railroad depot museum.

The handle gained 30 new followers for a 1.1% QoQ growth.



40

Tweets by @visitnac

▼ 5



117,225

Owned Twitter Impressions**

▼ 9%

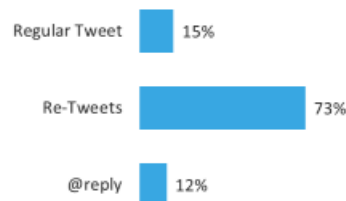


2,837

Total Followers

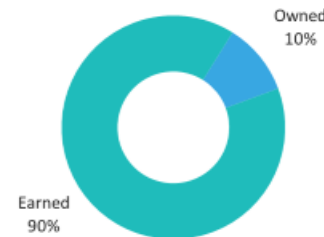
▲ 1.1% | ▲30 net new

OWNED TWITTER ACTIVITY BREAKDOWN*



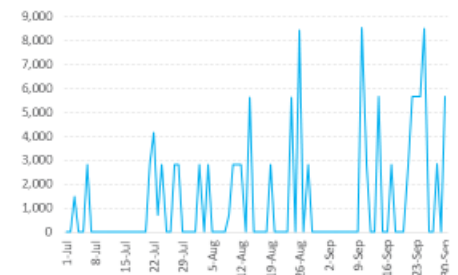
*Includes only tweets posted by @visitnac

OWNED VS. EARNED TWITTER CONTENT**



**'Owned' includes tweets by @visitnac and their RTs

DAILY OWNED IMPRESSIONS TRENDLINE



TOP OWNED POSTS BASED ON ENGAGEMENT

Visit Nacogdoches, TX
@visitnac

The Texas Bucket List - Butcher Boys in Nacogdoches
youtu.be/rLxtnH88r8 via @YouTube

The Texas Bucket List - Butcher Boys in Nacogdoches
Considered to be the oldest town in Texas, Nacogdoches is loaded with Texas History. But if you want a burger loaded with...
@youtube.com

THEME TEXAS BUCKET LIST – BUTCHER BOYS
RETWEETS 2 | REPLIES 0
LIKES 5 | IMPRESSIONS 4,856

Visit Nacogdoches, TX
@visitnac

Replying to @Hot_Ranch213 and @Nothignon
LaNana Creek Trail is about 3.5 miles total, but as for just inside Pecan Park, I'm not exactly sure. It is mostly bikeable, save for a couple tight spots where you might need to hop off and walk it.

LaNana Creek Trail Facts

Water: Texas
Location: Nacogdoches
Length: 3.5 miles
Trail: LaNana Creek Trail
Bikeable: Mostly bikeable, save for a couple tight spots where you might need to hop off and walk it.
Map: [Map](#)

THEME CUSTOMER SERVICE REPLY / PECAN PARK
RETWEETS 0 | REPLIES 1
LIKES 4 | IMPRESSIONS 2,813

Visit Nacogdoches, TX
@visitnac

New exhibit at the Nacogdoches Railroad Depot Museum

New exhibit at the Nacogdoches Railroad Depot Museum
There is a new exhibit at the Nacogdoches Railroad Depot Museum. It highlights how the railroad changed the...
@ttr.com

THEME NEW EXHIBIT AT NACOGDOCHES RAILROAD DEPOT MUSEUM
RETWEETS 1 | REPLIES 0
LIKES 2 | IMPRESSIONS 2,900

FACEBOOK

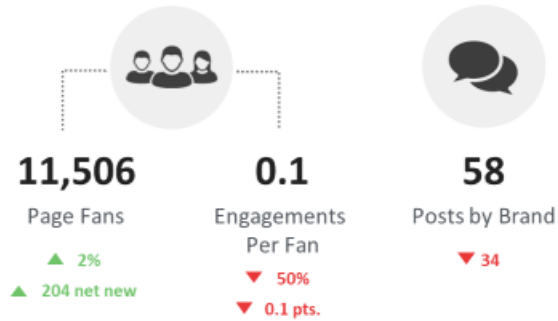
Visit Nacogdoches - Nacogdoches CVB posted 58 updates in Q3 2020 – 34 posts less QoQ.

Posts with the highest number of engagements were about the birthday greeting to Mike Bay, the coordinator of Nacogdoches' Visitor's Services, and a photo of Nacogdoches's Main Street.

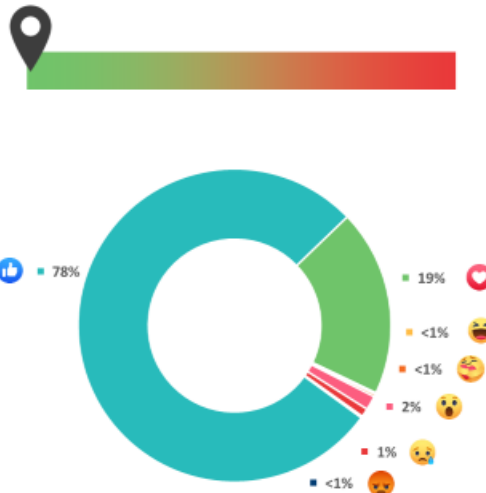
Owned posts received 99% positive reaction.

Total engagement decreased by 31%, while average engagement increased by 7% QoQ, respectively. The page recorded 0.1 engagements per fan – 50% lower QoQ.

The agency's fan page had a total of 11,506 fans by the end of the period – 2% increase with 204 new fans.



REACTIONS INDEX & BREAKDOWN



ENGAGEMENT

	Total & QoQ % Shift		Average per Post & QoQ % Shift	
Total Reactions	1,162	▼ 25%	20	▲ 18%
Total Comments	239	▲ 93%	4	▲ 300%
Total Shares	295	▼ 61%	5	▼ 38%
TOTAL ENGAGEMENT	1,696	▼ 31%	29	▲ 7%

TOP POSTS BASED ON ENGAGEMENT



THEME BIRTHDAY GREETING
REACTIONS 261
SHARES 0
COMMENTS 154



THEME MAIN STREET PHOTO
REACTIONS 150
SHARES 34
COMMENTS 4

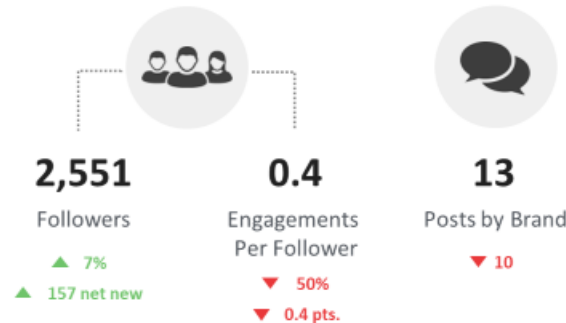
INSTAGRAM

In Q3, Visit Nacogdoches posted 13 Instagram updates – 10 posts less QoQ.

The most engaging posts featured a shared photo of a farm in Nacogdoches, as well as the 2020 Texas Forest Trail photo contest and Fortney Home.

Total engagement fell by 37%, while average engagement improved by 11% QoQ. The page recorded 0.4 engagements per follower.

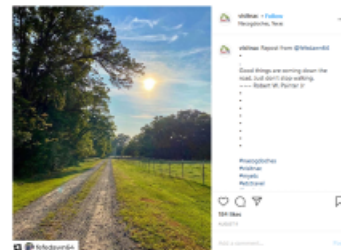
Follower count amounted to 2,551 by the end of the quarter – 7% increase QoQ with 157 new followers.



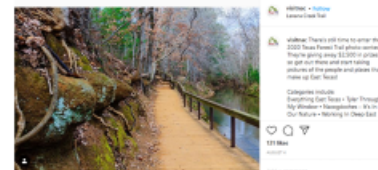
ENGAGEMENT

	Total & QoQ % Shift		Average per post & QoQ % Shift	
Total Likes	1,112	▼ 37%	86	▲ 12%
Total Comments	30	▼ 32%	2	no change
Total Views	0	no change	0	no change
TOTAL ENGAGEMENT	1,142	▼ 37%	88	▲ 11%

TOP POSTS BASED ON ENGAGEMENT



THEME SHARED PHOTO
LIKES 184
COMMENTS 7
VIEWS 0



THEME 2020 TEXAS FOREST TRAIL PHOTO CONTEST
LIKES 131
COMMENTS 3
VIEWS 0



THEME FORTNEY HOME
LIKES 131
COMMENTS 2
VIEWS 0

Nacogdoches Visitor's Center

169 Reviews

#1 of 31 things to do in Nacogdoches

Visitor Centers

Overview

The Historic Town Center/Visitor Center, located on the square, was built in 1917 as the city's post office and later served as the public library. In 1996, tourism left the umbrella of the Chamber of Commerce to start what is now the Nacogdoches... more

Open Now: 9:00 AM - 5:00 PM

Address: 200 E Main St, Nacogdoches, TX 75961-5212 Map

Improve This Listing





kavanderplough wrote a review Oct 2019

Lawrenceville, Georgia • 104 contributions • 11 helpful votes



Visitor's Center

Really enjoyed visiting this place. Employees were so nice and seeing the history of Nacogdoches was very interesting.

[Read less](#) ▲

Date of experience: October 2019

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.

1 Helpful vote



Helpful



Share



Galeda wrote a review Nov 2019

Kansas City, Missouri • 264 contributions • 125 helpful votes



Fabulous Little Visitor's Center! Groucho would be proud. . . .

My siblings and I were touring Nacogdoches, and we really didn't know where to start. We found our way to the downtown square and were walking along the lovely brick paths when we were guided by a citizen to the Visitor's Center and told to ask for "Mr. Mike." It was great advice!

From the moment we stepped into the Center, we experienced quintessential Texas hospitality. "Mr. Mike" turned out to be Mike Bay, a longtime resident who works for the Nacogdoches Convention and Visitors Bureau, and is the absolute PERFECT ambassador for the city! With Southern charm and genuine interest in making sure we had a great visit, he regaled us with all manner of information about "The Nac". When I asked about the opera house where the Marx Brothers really became The Marx Brothers (ask him about it!), he spun the story for us in the style of a skilled raconteur, and gave us directions to find the building (which is still standing, although converted [appropriately] to an Arts Center). He even gave us each a set of Groucho Glasses with "Nacogdoches" embossed on the temples!

The Visitor's Center itself is lovely inside, with a mural filling one wall and lots of cool local artifacts. It's open, airy, spacious and inviting—a perfect place to start one's tour of the city. It's definitely worth a stop inside; you'll get all sorts of great information, and if "Mr Mike" is there, you're guaranteed a marvelous welcome and introduction to all things Nacogdoches!

[Read less](#) ▲

Date of experience: November 2019

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



Helpful



Share



Sofi T wrote a review Dec 2019
College Station, Texas • 8 contributions



Wonderful!

This was one of the cleanest, friendliest, most personable visitor centers I have been in in awhile. The bathrooms were spotless, the complementary coffee was welcomed on a cold day, and all of the staff helped with fantastic suggestions for restaurants, places to see, and directions for places I was looking for. A special thank you to Ashley Morgan for answering so many questions with so much grace. Definitely a place I will visit again.

[Read less](#) ▲

Date of experience: December 2019

Trip type: Traveled with friends

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



Helpful



Share



tak309 wrote a review Feb 2020
Chicago, Illinois • 271 contributions • 64 helpful votes



Friendly, fits the town

The info center gave us good directions, especially of the BBQ food truck and major open sites in afternoon, which were limited, and had a small museum as well.

[Read less](#) ▲

Date of experience: January 2020

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



Helpful



Share

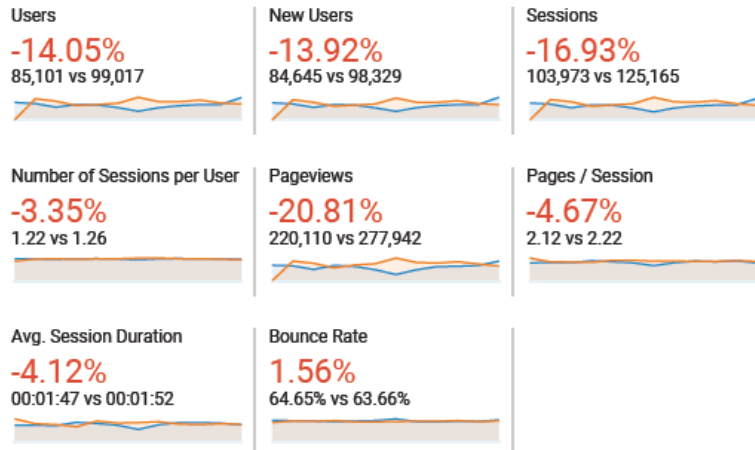
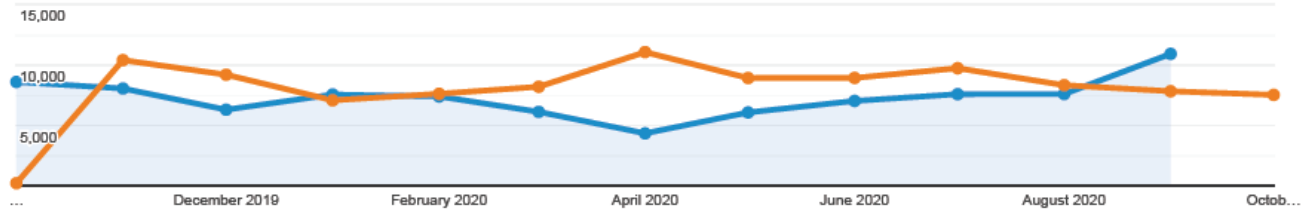
Audience Overview

All Users
+0.00% Users

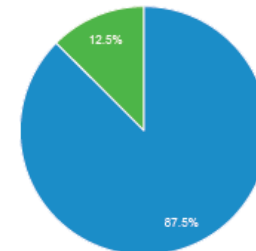
Oct 1, 2019 - Sep 30, 2020
Compare to: Sep 30, 2018 - Sep 30, 2019

Overview

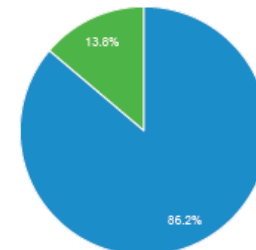
Oct 1, 2019 - Sep 30, 2020: Users
Sep 30, 2018 - Sep 30, 2019: Users



New Visitor Returning Visitor
Oct 1, 2019 - Sep 30, 2020



Sep 30, 2018 - Sep 30, 2019



Gender

100% of total sessions



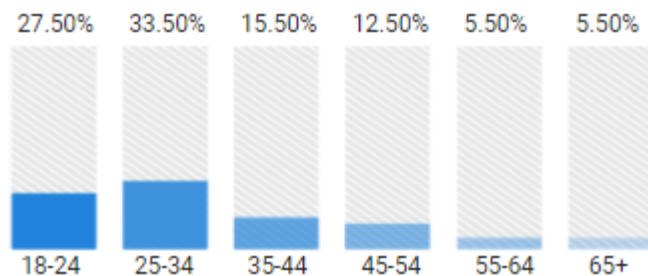
Interest Category

100% of total sessions

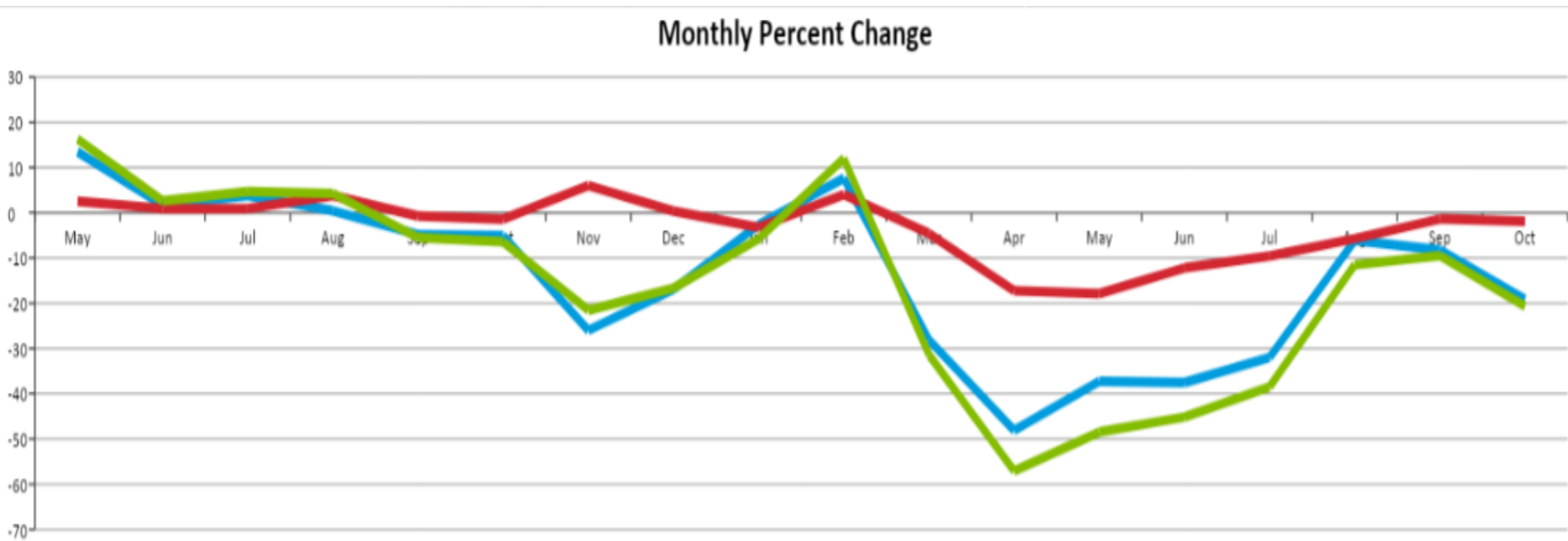


Age

100% of total sessions



Hotel Occupancy



Occupancy (%)				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	55.2	43.8	38.8	40.5	52.4	42.3	30.8	36.0	39.8	40.4	50.1	46.2
Last Year	58.1	59.2	46.8	41.6	48.7	58.8	59.3	57.5	63.8	59.3	53.4	50.3
Percent Change	-5.1	-26.0	-16.9	-2.6	7.6	-28.1	-48.1	-37.3	-37.5	-32.0	-6.1	-8.2

Year To Date		
2018	2019	2020
54.7	54.8	42.3
52.8	54.7	54.8
3.6	0.2	-22.9

Running 12 Months		
2018	2019	2020
53.4	54.5	42.1
51.3	53.4	54.5
4.2	2.0	-22.7

ADR				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	70.94	70.68	67.61	64.31	70.47	65.49	58.27	60.28	61.74	63.09	68.96	69.25
Last Year	71.96	66.67	67.37	66.44	67.72	68.64	70.42	73.38	70.33	69.78	73.15	70.23
Percent Change	-1.4	6.0	0.3	-3.2	4.1	-4.6	-17.2	-17.9	-12.2	-9.6	-5.7	-1.4

Year To Date		
2018	2019	2020
69.40	70.25	65.66
70.73	69.40	70.25
-1.9	1.2	-6.5

Running 12 Months		
2018	2019	2020
69.21	69.73	66.24
70.88	69.21	69.73
-2.4	0.7	-5.0

RevPAR				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	39.14	30.96	26.26	26.06	36.96	27.71	17.94	21.73	24.60	25.46	34.54	32.01
Last Year	41.83	39.45	31.51	27.66	32.99	40.38	41.77	42.16	44.85	41.39	39.03	35.36
Percent Change	-6.4	-21.5	-16.6	-5.8	12.0	-31.4	-57.0	-48.5	-45.2	-38.5	-11.5	-9.5

Year To Date		
2018	2019	2020
37.93	38.48	27.75
37.31	37.93	38.48
1.7	1.4	-27.9

Running 12 Months		
2018	2019	2020
36.97	37.98	27.88
36.33	36.97	37.98
1.8	2.7	-26.6

Supply				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	34,255	33,150	34,255	34,255	30,940	34,255	33,150	34,255	33,150	34,255	34,255	33,150
Last Year	30,690	29,700	30,690	30,690	27,720	30,690	29,700	30,690	29,700	30,690	30,690	32,790
Percent Change	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	1.1

Year To Date		
2018	2019	2020
300,960	307,615	335,920
284,350	300,960	307,615
5.8	2.2	9.2

Running 12 Months		
2018	2019	2020
361,350	368,005	403,325
338,030	361,350	368,005
6.9	1.8	9.6

Demand				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	18,900	14,520	13,306	13,882	16,226	14,495	10,207	12,347	13,206	13,824	17,157	15,322
Last Year	17,841	17,574	14,352	12,774	13,505	18,056	17,617	17,635	18,939	18,204	16,374	16,509
Percent Change	5.9	-17.4	-7.3	8.7	20.1	-19.7	-42.1	-30.0	-30.3	-24.1	4.8	-7.2

Year To Date		
2018	2019	2020
164,497	168,513	141,952
150,001	164,497	168,513
9.7	2.4	-15.8

Running 12 Months		
2018	2019	2020
193,014	200,439	169,778
173,250	193,014	200,439
11.4	3.8	-15.3

Revenue				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
This Year	1,340,685	1,026,216	899,613	892,744	1,143,404	949,331	594,768	744,249	815,370	872,185	1,183,129	1,061,109
Last Year	1,283,777	1,171,710	966,962	848,766	914,597	1,239,323	1,240,504	1,294,014	1,332,028	1,270,291	1,197,753	1,159,431
Percent Change	4.4	-12.4	-7.0	5.2	25.0	-23.4	-52.1	-42.5	-38.8	-31.3	-1.2	-8.5

Year To Date		
2018	2019	2020
11,415,855	11,837,393	9,320,347
10,608,885	11,415,855	11,837,393
7.6	3.7	-21.3

Running 12 Months		
2018	2019	2020
13,359,123	13,976,066	11,246,176
12,279,945	13,359,123	13,976,066
8.8	4.6	-19.5

Census %				2020								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Census Props	15	15	15	15	15	15	15	15	15	15	15	15
Census Rooms	1105	1105	1105	1105	1105	1105	1105	1105	1105	1105	1105	1105
% Rooms Participants	58.0	69.4	69.4	69.4	69.4	69.4	69.4	69.4	69.4	69.4	69.4	69.4

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