CITY OF

LEONARD

VOLUME II
2006-2025

COMMUNITY DEVELOPMENT PLAN

CENTRAL BUSINESS DISTRICT
ECONOMIC DEVELOPMENT
DRAINAGE
WASTEWATER
WATER
CAPITAL IMPROVEMENTS

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DISCLAIMER

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INTRODUCTION

PURPOSE OF A CBD PLAN

The purpose of the Central Business District Plan is multi-fold. The CBD Plan should first provide the vision and incentives to inspire coordinated, positive action by local leadership. The Plan should serve as a long-range guide for scheduling improvements in the CBD, and for evaluating proposals for physical changes affecting the CBD. The Plan should also be used as a framework for developing policies for zoning, building codes, and other regulatory instruments. A plan can be used as a guide for making recommendations and establishing priorities regarding capital improvement programs for the CBD. So, the CBD Plan should serve as an information source and a policy guide that will be useful to citizens and business owners in making private investment decisions. Hopefully, the Plan will also create confidence in a positive socio-economic future for the entire community.

IMPORTANCE OF THE CBD

Historically, the Central Business Districts of American communities have enabled the development and expression of localized culture, and have been the primary catalysts for growth in commerce and trade. Central Business Districts are typically the outgrowth of concentrated commercial activity, supplying the financial power needed to attract and organize increased population density and associated growth in demand for support services.

Form is given to the CBD by the land uses it attracts. Common uses include: banks; offices; centers of government; post offices; centers of communication; retail stores; restaurants; personal services; places for cultural expression; meeting places of civic and social groups; streetscapes; and systems of supporting infrastructure. So long as the financial pull persists, the CBD maintains its vibrant, dynamic form.

From many standpoints, the CBD is the most powerful section of a city. A

healthy, safe, attractive, and successful downtown area is a key factor in a community's image, growth and prosperity. Further, the CBD of every city is unique, serving as a collective face for a community that expresses identity, character, vitality, and local values. When a community asks where it is in its process of growth and development, or what the community aspires to be in the future, very often it is the image of the local CBD that first comes to mind.

GENERAL ISSUES

The following statements outline overriding observations which each community typically must consider relative to their own CBD. Sincere, organized discussion of such issues by local downtown merchants, City officials, and the general public usually will lead to productive public and private actions that are beneficial to the community.

1. There is a strong need to develop a Central Business District which is a safe, attractive and functional place for shopping, civic functions, cultural experience, and a wide range of other activities.

2. It is important to seek redevelopment opportunities as well as new

development in the Central Business District which preserve the local identity and enhance the existing character of the community.

Generally speaking, the trend in most small town CBD's over the past two or three decades has been one of general decline, as demonstrated by large numbers of vacant and under-utilized buildings, deteriorating infrastructure, vacant lots, and a general lack of use and vitality. These conditions are frequently symptomatic of the CBD's inability to compete with newer shopping centers, regional malls, and/or the commercialization of bypass highways. Additionally, because there is little economic incentive, vacant buildings and lots and associated infrastructure are usually poorly maintained, thus contributing to a CBD's unfortunate, common tendency to have a shabby, unattractive appearance. The primary difference between most struggling CBD's is the scale or degree of these symptomatic problems.

Stated another way, a scenario followed by many CBD's can be described as follows:

(a) At a strategic connection to transportation, the Central Business District springs into being for practical, economic reasons, becoming the heart of a local post agricultural human settlement pattern.

(b) The typical CBD thrives as a center of specialized activity, where people share news on the street corners, wares are marketed, services provided, essential supplies purchased, and social/cultural interaction is sought.

(c) As the overall town grows, and transportation technology evolves, the commercial land uses often migrate toward the more modern transportation network, creating new activity nodes and enabling larger expanses of urbanized areas. As such land use migration occurs, the bypassed CBD is no longer the center of activity.

(d) Communities normally realize too late that their CBD (and often their unique identity) has been replaced by shopping malls, discount centers, dispersed shopping areas, and strip commercial development serving passerby traffic.

The best solution to the all too frequent scenario described above is prevention. However, even if the scenario of deterioration has already run its course, most CBD's can once again become a vital part of the community, especially if the remnants of the CBD are desirably located, and are

maintained and rehabilitated in a manner that is attractive to the trade area. The rejuvenation depends on a concerted effort of business owners, city officials, and customers. A dying CBD made active again can have a youthful, exciting effect on the entire community. Working toward realization of such a common community vision requires participation of community leaders in implementing a viable plan.

OPPORTUNITIES FOR THE SMALL CBD

A small group of businesses which are part of a town center have a set of potential advantages all their own. The more of these factors present, the more easily a CBD can become commercially potent and vitalized. The potential advantages of these small groups in a CBD are summarized as follows:

1. Quick access to frequently needed items such as everyday retail purchases, personal services, etc. without requiring a significant travel;

2. Availability of selected goods and services not supplied by the typical outlet, such as a specialty line of clothing, a quality gift shop, a fresh

fish market, etc.;

3. Opportunity for personal relationships with customers, clients, and patients, (and an intimate knowledge of their preferences, needs, and credit standing), and conversely, the customer's knowledge of where to find a trustworthy product or professional;

4. Accessibility for bicyclists/walkers, especially the elderly and the young;

5. An unhurried, low-pressure atmosphere, which turns errands into excuses for social outings instead of rushed pursuits;

6. Relative safety in a familiar and uncrowded area where parents can keep track of children and the elderly are not intimidated;

7. Entertainment value found in any special features the place may have, such as bandstand concerts, an outdoor cafe, or a sidewalk fair;

8. Prevalence of unique character, flavor and surprises offered by a city center which has evolved over the years, as contrasted to the

cookie-cutter package design of even the best malls;

9. Presence of locally-oriented services such as the community post office, banks, utility companies, library, etc.;

10. A safe place for community activities, whether political, ceremonial, artistic or institutional, and an interesting place for informal daily contacts;

11. Development which can serve as the civic symbol, a sense of place, of character, of history, of culture; and,

12. A source of human resources for volunteer services, such as volunteer fire fighters or service clubs.

INVENTORY & ANALYSIS

BACKGROUND

Leonard's existing Central Business District is generally defined as a compact 12.6 acre area containing primarily governmental, retail and service uses. The perimeter of the Leonard CBD is formed by the north side of lots facing Collins Street to the north, Fannin Street to the south, lots facing Connett Street to the west and the lots facing Main Street on the east. Furthermore, the CBD is located southwest of the geographic center of the developed portion of Leonard, with most of the Leonard population being located within a mile radius of the CBD.

Overall, the CBD is a well-defined, readily identifiable, almost rectangular area convenient to the Leonard citizenry. For Leonard, the CBD is very compact and manageable. Though there are some exceptions, the buildings are mostly in sound to building with just minor deterioration. The streets of the CBD are in mostly good condition.

The buildings within the CBD are low rise (1 to 2 stories), with many of the buildings having historic preservation potential. The walkways are generally wide enough to accommodate comfortable pedestrian access to buildings.

The general land use pattern in the vicinity around the CBD consists primarily residential, churches and industrial land uses.

The majority of competing commercial uses within Leonard are primarily located northeast of the Central Business district along U.S. 69 (see Figure 1 for competing commercial development). Housing near the CBD is found to be in mostly good condition with some minor to major stages of deterioration. For a more in-depth analysis of housing, see the Housing section in Volume I of this Community Development Plan.

Like many Texas CBD's, the Leonard CBD is experiencing some vacancy which may be attributable to larger scale retail opportunities within a reasonable driving distance of Leonard. The primary competing CBD and major shopping areas for Leonard are located in Bonham (12 miles to the northeast), Sherman (25 miles to the northwest), and McKinney (25 miles to the southwest). Leonard will have to assure a pleasant, unique retail, service, and entertainment opportunities to attract and maintain businesses and customers from their greater service area in order to address their CBD building vacancy rate (see OPPORTUNITIES FOR THE SMALL CBD above).

EXISTING LAND USE

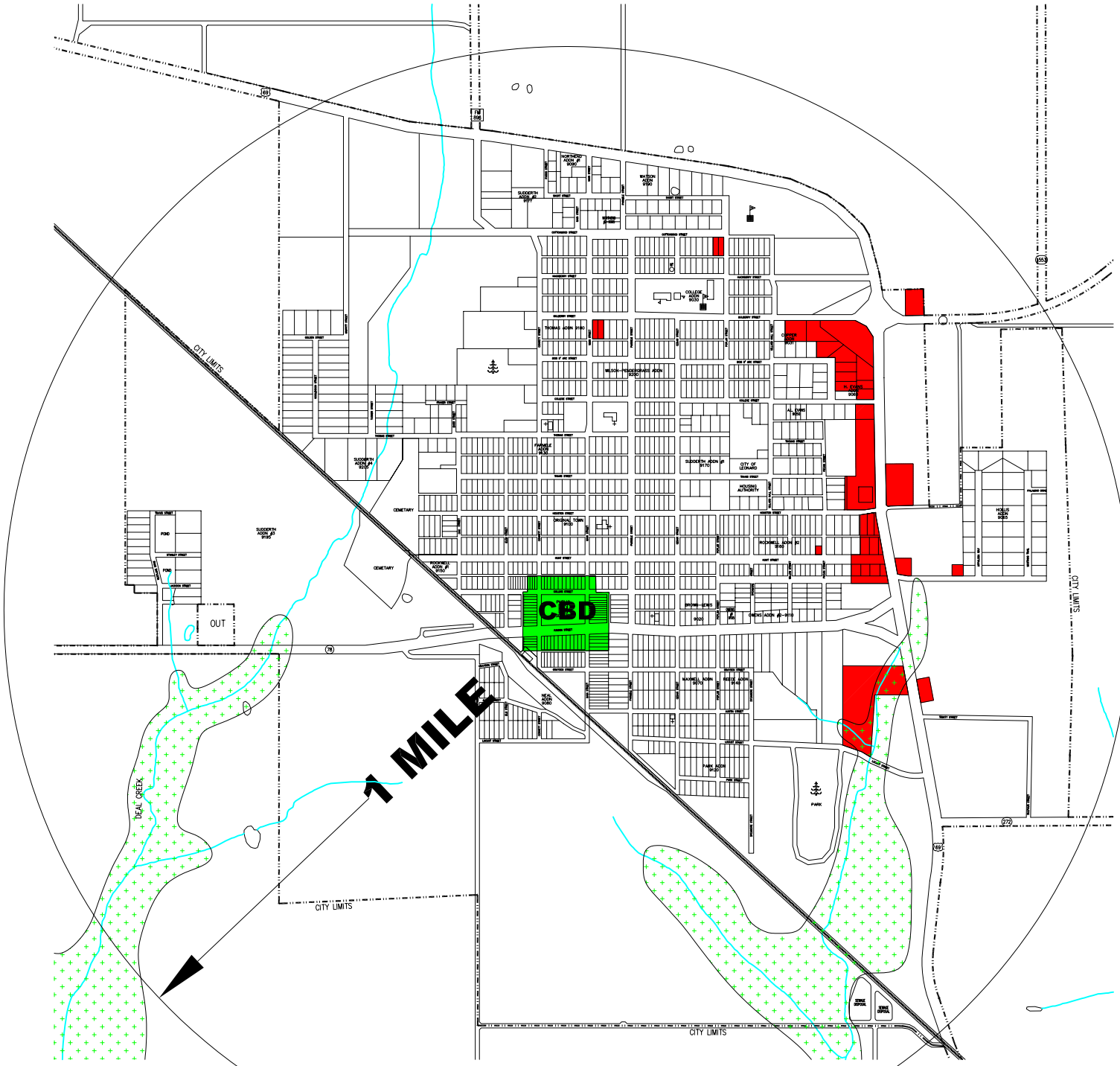

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FIGURE 1

CENTRAL BUSINESS DISTRICT

SUPPORTIVE AND COMPETITIVE DEVELOPMENT TO CBD

- COMMERCIAL DEVELOPMENT
- CENTRAL BUSINESS DISTRICT

Figure 2 shows the existing land uses in Leonard's CBD which are typical of many small town CBD's. Small-scale heavy commercial, retail, service, and municipal/public uses are concentrated in the CBD. Vacancies in the CBD allows for adequate land use planning options for future CBD enhancement. The land use pattern in the CBD is organized around two east/west streets and two north/south streets in a fairly logical and orderly fashion. Also noteworthy is that Leonard has a mix of appropriate businesses that enhance the advantages of a small downtown, has some historic structures, a gazebo, a historical marker and a "Town Clock".

The building conditions, as illustrated by Figure 3, offer opportunities for feasible improvement. Since some of the buildings have a pleasing character, there is opportunity for historic preservation upon improvement of building conditions. The buildings designated as structures with minor deterioration need to be renovated as soon as possible, as such structures are unsightly, sometimes unsafe, and often an economic liability to the CBD.

The CBD area, as defined contains approximately 117,000 square feet of total non-residential/public/semi-public floor space. The vacant floor space is approximately 39,439 square feet, which is about 34 percent of the available non-public/non-semi-public floor space. This vacant space is twice the

FIGURE 2

CENTRAL BUSINESS DISTRICT

EXISTING LAND USE

- SERVICE
- COMMERCIAL
- INDUSTRIAL/HEAVY COMMERCIAL
- VACANT BUILDING OR LAND
- PUBLIC/SEMI-PUBLIC

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FIGURE 3

CENTRAL BUSINESS DISTRICT

BUILDING CONDITION

SOUND

MINOR DETERIORATION

MAJOR DETERIORATION

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amount available found in the 1996 CBD study. This trend needs to be addressed by working toward an increased occupancy in the near future so that the costs and blight effect associated with future deterioration can continue to be avoided. Additionally, it should be emphasized that the ratio of total used space to vacant space in the should be improved to assure the future vitality of a CBD.

Existing city-wide commercial acreage stands at 36.7 acres, according to the existing land use plan. Of this total commercial acreage, 2.6 acres of gross land area are currently used for commercial/service uses in the CBD Study Area. Therefore, the CBD accounts for 7.1 percent of the total commercial land use in the City. Over the course of time many new retail establishments will develop along the U.S. 69 frontage. However, public facilities, antique stores, small clothing boutiques, sit down restaurants, should be encourage to remain or locate to the CBD. New commercial development serving ***local*** retail needs, in Leonard's downtown must be encouraged if Leonard's CBD is to grow in strength. **Highway oriented commercial is the only commercial recommended outside the CBD.**

EXISTING ACCESS FACILITIES

As indicated in Figure 4, traffic comes in and out of Leonard's CBD from all

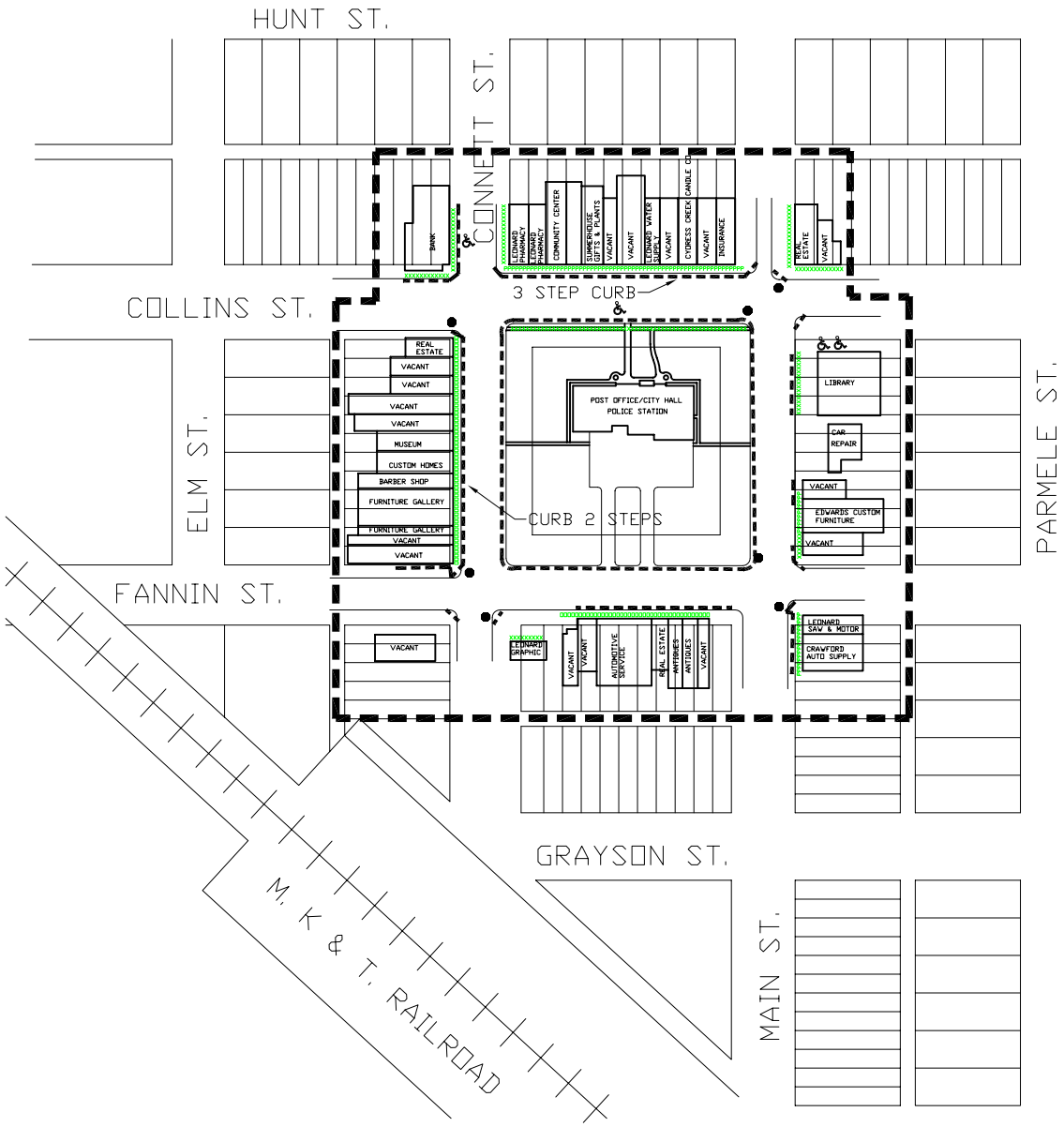

FIGURE 4

CENTRAL BUSINESS DISTRICT

SIDEWALK CONDITION, HANDICAP PARKING, TRAFFIC CONTROLS, AND CURBS

XXXXXXXXXXXXXXX GOOD CONDITON

OOOOOOOOOOOOOOO FAIR CONDITION

PPPPPPPPPPPPPPP POOR CONDITON

• STOP SIGN

& HANDICAPPED PARKING\WITH RAMP

----- CURB & GUTTER

NOTE: ALL TRAFFIC IS TWO WAY

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directions. According to the 2004 Texas Department of Transportation estimates, the average daily traffic (ADT) count just east of the CBD on Fannin Street is 3,100 ADT, which is a 600 ADT higher than 10 years ago. North/South traffic on Connett Street has remained constant at 2,500 ADT.

Upon further analysis several observations are in order. The street widths and configurations in Leonard CBD are adequate for the existing traffic volumes and have enough excess capacity to service a rejuvenated CBD. The traffic volumes seem to indicate that the Leonard CBD serves a fairly significant portion of the **local** market area. In terms of any future changes to the existing thoroughfare configuration, there appears to be no need for modification within the CBD. In terms of future land use, there are numerous configurations that may be considered, as there is enough excess thoroughfare capacity to consider many options.

In summary, thoroughfares are not a constraint for planning the Leonard CBD. Fortunately, most streets in the CBD are in fair to good condition, have adequate width, and are two-way.

As illustrated by Figure 4, traffic controls serving the CBD consist of stop signs. All normal turning movements are allowed in the CBD. The traffic

controls appear to be adequate for existing and future traffic volumes and traffic patterns.

The current parking pattern is shown in Figure 5. Most of the CBD is served with parallel and angle on-street parking along most of both sides of the majority of the streets of the CBD. The CBD has existing off street parking as well. Also, locations of handicapped parking and ramping are shown on Figure 4 and are inadequate in number and location (see ADA discussion below).

Also indicated in Figure 4 are the locations of curb and gutter in the CBD, which we found to be in poor to good condition. Sidewalks vary from property to property in the CBD (see Figure 4). The CBD sidewalk system needs some improvement. Sidewalks of appropriate widths and in good condition need to be provided to serve every property in the CBD. Additionally, there is a three step curb on the north side of Collins Street, and a two step curb on the west side of Connett Street which should be reconfigured and properly ramped. Sidewalks that go east and west from the front of the City Hall/Post Office building are only 18 inches wide and are not ADA accessible. Sidewalk furnishings, lamps, and fixtures as well as special treatments and pavement patterns are especially needed to further enhance pedestrian environment

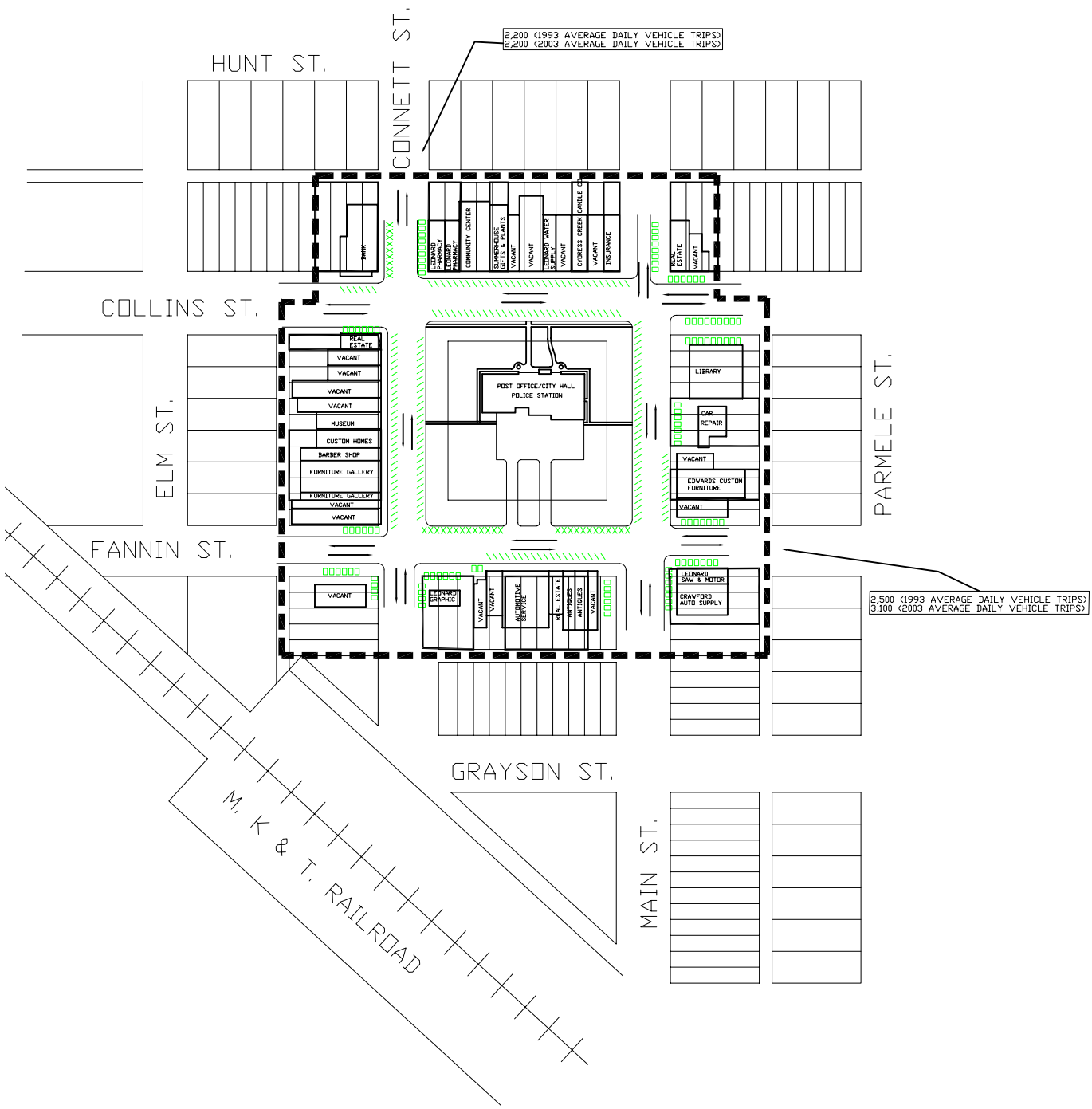

FIGURE 5

CENTRAL BUSINESS DISTRICT

PARKING PATTERN

□ □ □ □ □ □ OFF STREET PAVED PARKING SPACES

X X X X X X ON STREET PARALLEL PARKING SPACES

\ \ \ \ \ \ ON STREET ANGLE PARKING SPACES

⇄ ALLOWED TRAFFIC MOVEMENTS

PAVEMENT WIDTH

⊣100'⊢ RIGHTS-OF-WAY

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and historic redevelopment of the CBD.

With regard to American Disabilities Act (ADA) requirements, the Leonard CBD Has been working towards accommodating the needs of handicapped persons. The inventory of handicapped parking spaces and ramps shown on Figure 4 illustrates that ramps have been provided in various locations. However, only 4 identified handicap spaces exist in the Central Business district. It is recommended that a comprehensive handicapped ramp and space program be implemented. Appendix A, which contains an excerpt from **THE ELIMINATION OF ARCHITECTURAL BARRIERS PROGRAM**, as established by Article 7, Article 601b of Texas Revised Civil Statutes identifies various curb ramp solutions. These standards along with ADA standards should be used when constructing the handicap related improvements.

OTHER EXISTING CONDITIONS

The core of the CBD has a positive appearance. These attributes include the town clock, a war memorial, a new library, and a generally clean appearance. However, quality street furniture including trash receptacles, lighting, enhanced street corners could be addressed.

Other areas lacking urban design elements impacting the economics and functional ambiance or identity of the Leonard CBD which need to be addressed include: historic preservation of buildings (several have already been restored); street and sidewalk furniture; public and private signage, awnings and cornices; sidewalk, and intersection paving pattern.

CENTRAL BUSINESS DISTRICT PLAN

GOALS

Based on the perspective contained in the introduction and the foregoing analysis of the existing conditions, the following more specific goals have been formulated:

GOAL 1: TO ENABLE THE ECONOMY OF LEONARD TO PROVIDE SUFFICIENT AND VARIED GOODS, SERVICES, AND CULTURAL OPPORTUNITIES THAT MEET THE NEEDS OF THE COMMUNITY AND PROVIDE EMPLOYMENT OPPORTUNITIES FOR ITS CITIZENS.

GOAL 2: TO PRESERVE AND ENHANCE THE INTEGRITY OF THE

PROPERTY VALUES THAT CURRENTLY EXIST WITHIN THE CENTRAL BUSINESS DISTRICT.

GOAL 3: TO CREATE NEW DEVELOPMENT AND REDEVELOPMENT OPPORTUNITIES THAT WILL ENERGIZE THE CBD AND HELP IT BECOME AN ATTRACTIVE FOCUS AREA AND A DESTINATION FOR A WIDER REGIONAL CLIENTELE.

GOAL 4: TO CREATE A VIABLE, ACTIVE, AND SECURE PEDESTRIAN ENVIRONMENT THAT: ENLIVENS THE CBD EXPERIENCE; PROVIDES OPPORTUNITIES FOR GREATER CULTURAL EXPERIENCE AND SOCIAL INTERACTION; AND PROMOTES VISUALLY EXCITING URBAN ACTIVITY.

GOAL 5: TO ATTRACT PRIVATE INVESTMENT WITH PUBLIC FACILITIES AND PUBLIC ENCOURAGEMENT OF LAND USES THAT CREATE MARKET DEMAND.

Contained within the following section of the Central Business District Plan are short and long-range objectives and associated recommendations to carry out

the above identified specific goals for the CBD.

OBJECTIVES/RECOMMENDATIONS

1) Organization

A. By late -2007, form a representative CBD implementation Committee of dedicated individuals to: (a) oversee the implementation of the CBD goals, objectives, and recommendations; and (b) coordinate with the Economic Development Board.

* Recommendations

- Appoint special task forces (each chaired by a member of the Implementation Committee) to lead special interests and skilled professional assistance in addressing the following areas of plan implementation: Land Use; Access; Public Facilities; Urban Design; and Marketing. (Within 1 year)

- Top priority must be given to obtaining community "buy-in" and commitment to all phases of plan implementation. Key opinion leaders and City officials must be in support of the implementation effort in order to maximize success. Education of the citizenry and the merchants, as well as incentive offerings

are critically important. (Within 1 year)

- The implementation Committee should direct the effort to obtain public and private grants, as well as other funds and incentives needed to implement the various elements of the CBD plan. (Within 10 years)

- Coordination of the efforts of the various special task forces must be given high priority in order to assure a consistent, comprehensive perspective, and to encourage synergistic relationships among the individual task forces. (Continuous)

2) Land Use

A. By end of 2006, adopt land use policies that are consistent with the goals section of this plan and apply the adopted policies as a guide for investment and establish zoning districts affecting the entire City.

*<u>Recommendations</u>

- Encourage sit-down restaurants, professional and municipal offices, retail stores, cultural uses and activities, personal services, and pedestrian oriented land uses to locate and/or remain within the CBD. Locating large retail facilities (serving mostly local needs) outside the CBD is a certain way to thwart the revitalization of the CBD. The U.S. Highway 69 frontage outside the CBD is best used for highway oriented uses (e.g. motels, gas stations, car lots and small drive-thru, fast food restaurants). (Within 5 years)

B. By the end of 2007 adopt and begin monitoring and influencing the implementation of the CBD future land use plan as illustrated in Figure 6.

*<u>Recommendations</u>

- It is important for members of the land use committee to maintain a broad planning perspective and maintain an overall view of the relationship of the CBD to the rest of the community. (Continuous)

- Make sure short range decisions affecting land use in the CBD complement longer range implementation measures, including the provision of amenities in public open space, expansion of parking, creation of a lively pedestrian environment, and encouragement of new near-town residential opportunities. (Within 5 years)

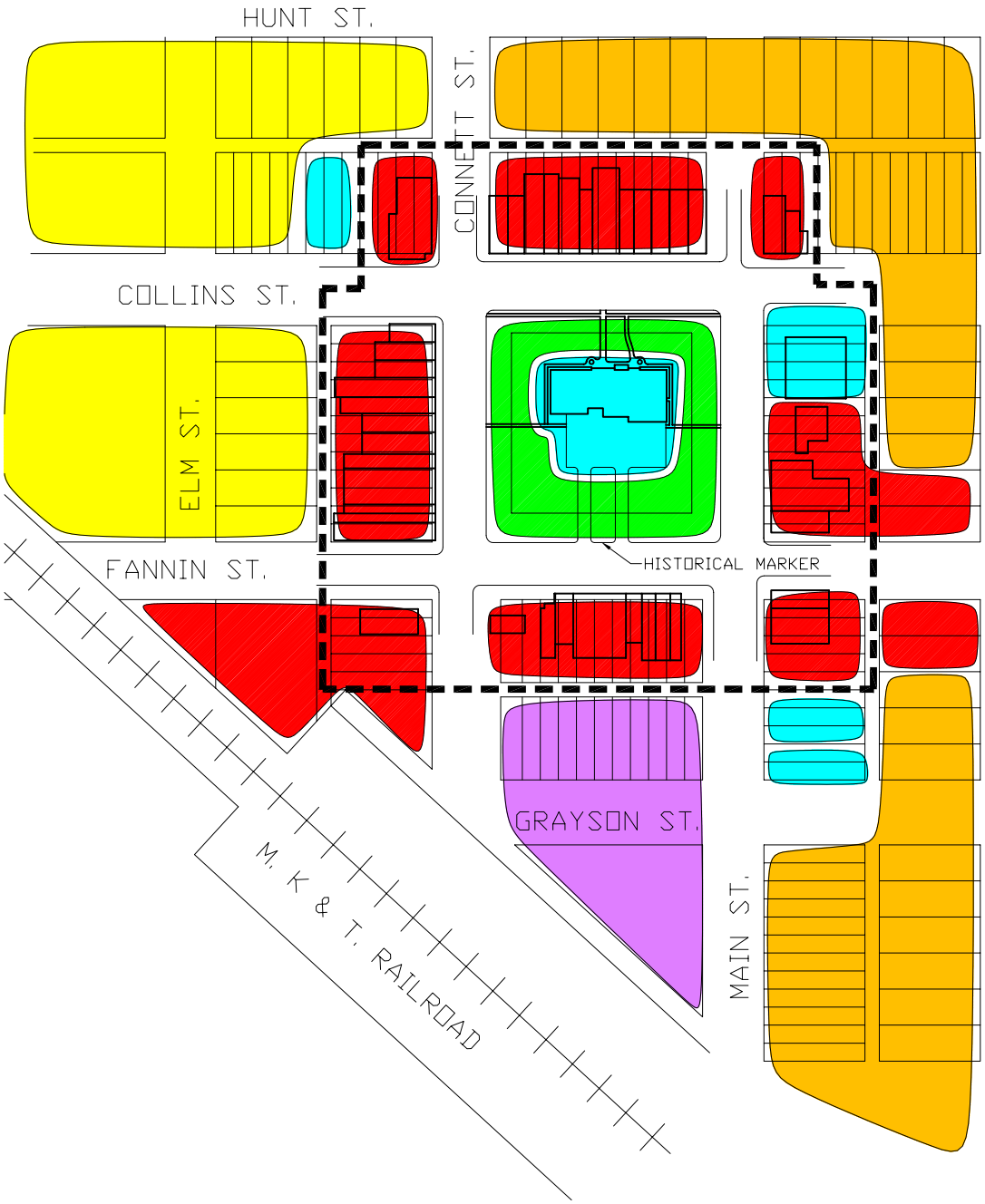

FIGURE 6

CENTRAL BUSINESS DISTRICT

FUTURE LAND USE

- RETAIL/COMMERCIAL
- INSTITUTIONAL
- CBD OPEN SPACE
- NEAR TOWN HOUSING
- SINGLE FAMILY
- INDUSTRIAL
- NEW PARKING LOT

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- Encourage the appropriate evolution of uses in the CBD. Uses locating in the CBD should be those which enhance the pedestrian/tourist experience such as retail shops and boutiques; restaurants with outdoor seating; galleries and museums; performing arts; tourist services; hotels/inns, craft shops; and professional offices with a historic appearance. (Within 10 years)

3) Access

A. In accordance with the schedule in the phased improvements portion of this plan, encourage appropriate parties to bring and maintain all streets, curbs, gutters and sidewalks in the CBD into good condition and in conformance with all ADA requirements. (Within 5 years)

*<u>Recommendation</u>

- Make sure that the **design of improvements in the CBD reflect the historic** and planned urban design character of the area. (Within 5 years)

- Coordinate the final design with the Urban Design Committee. (Within 3 years)

- Handicapped parking should be well disbursed throughout the CBD, meet all ADA requirements and be convenient to ramping for required grade changes. (Within 2 years)

* Recommendations

- Coordinate all design efforts with the Urban Design Committee and city hall. (Continuous)

4) Public Facilities

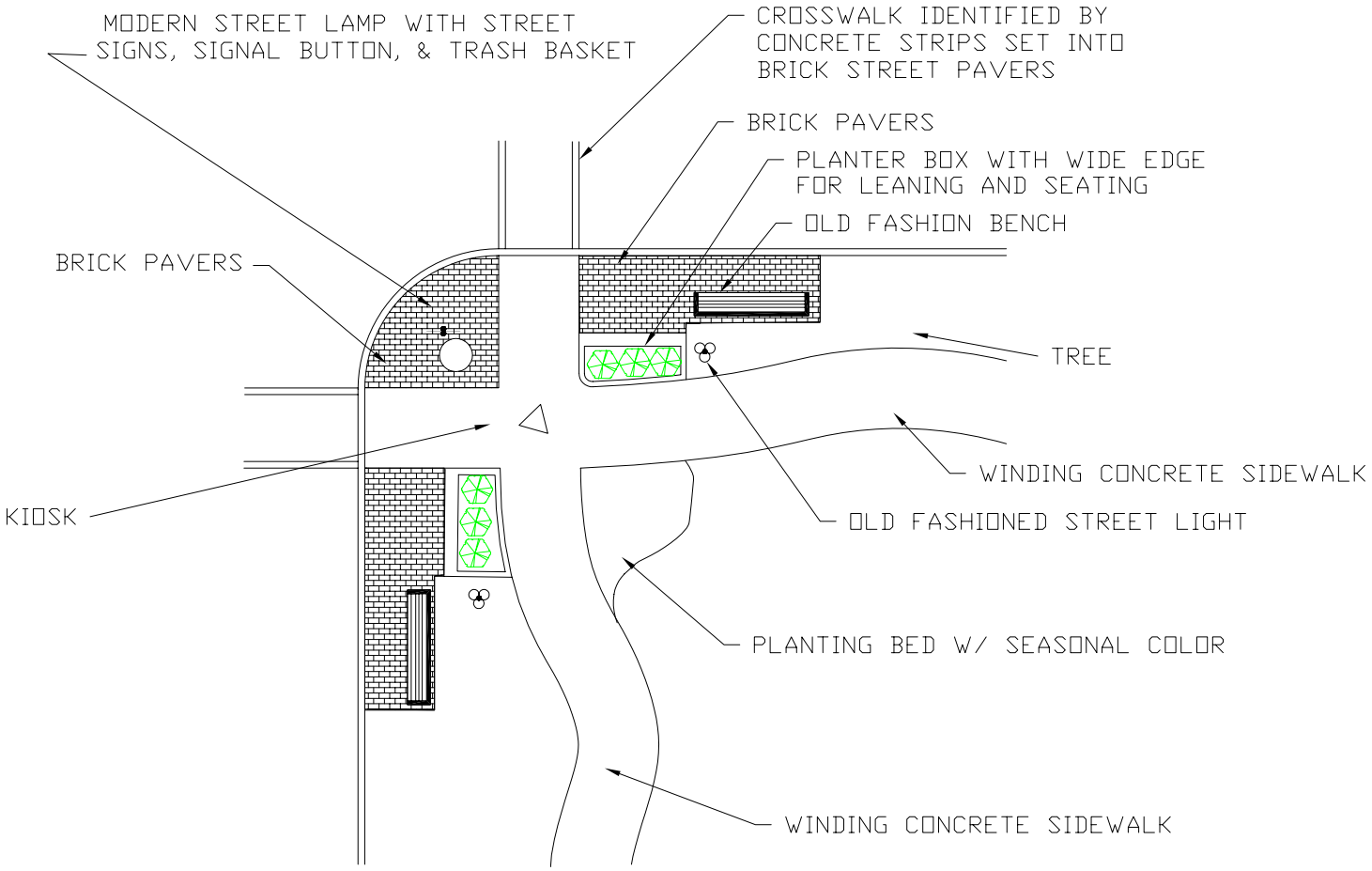
A. Incorporate a CBD trail node and section that gives the pedestrian a sense of arrival into an historic downtown, using such features as: brick paving patterns; an ornate bicycle rack and drinking fountain; a kiosk with a map and information for discovering the history and merchants of downtown and the surrounding community; and old-fashioned street lamps as shown in Figure 7. (Within 5 years)

* Recommendations

- Use decorative plaques commemorating or expressing culture and history to add interest to the pedestrian experience in front of the CBD, and to maintain community spirit. Inset sidewalk plaques to honor past

FIGURE 7

CORNER TREATMENT: TOWN SQUARE ENHANCEMENT EXAMPLE



business leaders and take the pedestrian on a walk through time. (Within 10 years)

B. Construct an attraction such as a train park (Such as purchasing an old refurbished steam engine to place on the southwest or southeast corner of the central business district or constructing a model train exhibit commemorating the City as a steam engine water refilling location). (Within 5 Years)

5) Urban Design

A. By late-2007, appoint an Architectural/Historic Preservation Review Committee (AHPRC) to lead the implementation effort for CBD, and by the early-2008 adopt Urban Design Guidelines for AHPRC review of all CBD proposals for: redevelopment; new development; public facility improvements; and improvement of the pedestrian experience within the CBD.

* Recommendations

- Seek opportunities to integrate marketing themes, logo, and area identity developed by the Marketing Task Force into the urban design features addressed in the design guideline recommendations. Colorful banners or flags bearing the logo can be used to create a festive atmosphere. (Within 1

year)

- Make all awnings of a continuous, consistent design that do not detract from the cornices and historic character of the buildings. (e.g. a canvas awning system with a planned color and building identification/address system). Remove all existing canopies, awnings, and store front surfacing that are not consistent with the chosen awning system and the historic character of the buildings. (Within 10 years)

- Make all sidewalks as wide as possible (6 foot minimum) to provide room for pedestrians, and where possible, provide street furnishings, trees (existing street trees should be pruned and landscaped around their base), other landscape, and entertainment. Walks should: have a maximum grade of 5%; be of a continuous surface, not be interrupted by steps or abrupt level changes; be ramped to road level at crosswalks and changed in texture for the blind; be of a non-slip surface; and be attractive in appearance . (Within 5 years)

- Provide distinctive sidewalk, crosswalk, and street surfaces (e.g. intermittent or solid special paving patterns), placing the greatest emphasis on the entrances to the CBD. (Within 1 year)

- Provide street furnishings with historic character such as benches, sculptures, trash receptacles, light bollards, and designer sign posts. (Within 5 years)

- Encourage all signage to be small, artistic, and inviting. (Within 1 year)

- Encourage sidewalk entertainment, sidewalk art, and vendors during special events. Thematic chalk work of school-aged children can add indigenous character and entertainment to many events. (Within 1 year)

- Encourage the use of murals to dress up the sides and rears of buildings, to reflect the history of Leonard and enhance the pedestrian experience. (Within 1 year)

- Encourage shop owners to "spill" their goods and services out of their buildings toward the street for browsing pedestrians during operating hours. Also encourage late weekend night hours and sidewalk seating. (Within 1 year)

- Create and maintain a safe, festive atmosphere using ample lighting,

volunteer bicycle patrols, banners, scheduled entertainment, etc. (Within 5 years)

B. By the early-2008, review all City Codes and suggest any necessary changes for implementing the CBD Plan.

* Recommendations

- Create an overlay district for the CBD that offers incentives and necessary flexibility for meeting design guidelines. (Within 2 years)

6) Marketing

A. By mid-2007, assess the strengths and weaknesses, opportunities and constraints in the CBD market, identifying any "holes" or "niches" in the overall regional market the CBD fills or may fill (as the CBD Plan is implemented), as well as determining short and long term local market needs. This effort must be coordinated with all economic development efforts.

B. By the late-2008, identify strategies consistent with the CBD Plan to increase the market share of the CBD in the overall regional economy.

* Recommendations

- Establish an enticing theme, identity, slogan, and logo that communicates well with both local citizens and those players key to implementing marketing strategies. (Within 2 years)

- Target markets that are most likely to be receptive to marketing efforts, and design the marketing information to appeal to those targeted markets. (Within 2 years)

- "Get the word out" using well-crafted messages for: networks of contacts associated with community leadership; advertising media; quality brochures; and trade show and association information. (Within 1 year)

C. In mid-2007, begin work on strategies for developing and maintaining local interest in participating in and promoting CBD revitalization, and begin implementing those strategies by mid-2009.

* Recommendations

- Develop a Shop Leonard Program to help bring back customers from other competitors. (Within 1 year)

- Where feasible, enhance and add to the existing calendar of events, emphasizing coordinated efforts such as: sales promotions (e.g. dollar days, sidewalk sales, midnight madness, clearance sales, etc.) grand openings, seasonal promotions (coordinated decoration program) and special events (e.g. holiday events, concerts, street fairs, fund raisers, arts and craft shows, antique days, festivals, farmer's markets, parades, etc.) (Within 5 years)

- Involve the community in efforts "showcasing" the community in unique efforts that reflect local culture and draw tourism. (Within 1 year)

- Hold gala celebrations that mark each key success in implementing the CBD plan. (Continuous)

CBD PHASED IMPROVEMENTS

The improvements set forth in the Central Business District Plan are very good projects for the City; however, they would be classified in the "Wanted" category of the recommended Capital Improvements Program. Funding alternatives other than the use of Capital Improvement Programming include:

(1) formation of a district where dues are collected for improvements, (2) private donations, (3) utilization of economic development sales tax revenue, and (4) the establishment of a Tax increment Fund area. Tax Increment Financing is utilized to establish a reinvestment zone for making improvements. The City makes improvements, which are financed by General Obligation or Revenue Bonds. The total property value at the time the zone is created becomes the base value. The taxing entities continue to receive taxes generated from the base property value, but all future tax revenues above the base value are assigned to the Tax Increment Fund, which is used to retire the bonds.

Improvements identified as priorities to be implemented by the City of Leonard during the first five years of the planning period are ranked according to priority for implementation as follows:

1. Construct Attraction (Train Park).

   Cost: $45,000 to $65,000

   Source of Funds: City of Leonard general obligation bonds; Civic clubs; private donations; matching grants.

2. Construct new and improved handicapped ramps and corner islands for pedestrian crossings at presently unserved or under served street intersections (see Figure 7) and restripe existing parking to incorporate handicapped spaces.

   Cost: $90,000 to $110,000

   Source of Funds: City of Leonard general obligation bonds.

Other cost for CBD improvements during the planning period will be private but coordinated expense. Additionally, Leonard is a graduate of the Texas Main Street Program. Through this program significant changes and education in the overall composition of the CBD was achieved. The citizens should continue with what was started.

INTRODUCTION

Economic Development is an intricate mechanism vital to a community's search of greater prosperity. Additionally, economic development is the principal means available to a community for maximizing its quality of life. Successful community development is a significant result of a well-executed economic development process that is assigned high priority by local leadership, and supported by the local citizenry. Moreover, economic development generates significant local revenues needed to pay for the pursuit of community excellence. Therefore, every Leonard citizen has a stake in the success of local economic development efforts.

The development of land and the local economy within a city also depends, to a large degree, on the economy of the total region. Chapin, in Land Use Planning, recognized this when he stated, "Regional forces influence how much and at what rate land goes into development." In order to analyze the economic development potential for a particular area, identification of the regional and local development and demographic trends is essential. In earlier sections of this Community Development Plan, many aspects of the local development and demographic trends were presented and have a significant influence on Leonard's economic potential. State, national, and international economics also influence the regional and local economic potential, but are areas falling beyond the scope of this analysis. Such

large scale economic systems do, however, contribute to the underlying assumptions for conducting regional and local economic analysis.

HISTORICAL DEVELOPMENT AND GENERAL CHARACTERISTICS

Regional Context:

The City of Leonard is a small north Texas (Texoma Region) community (2,122) people as of January, 2005) located in southwest Fannin County. The City is located along U.S. Highway 69 which traverses the City from northwest to southeast and State Highway 78 bisecting the City east to west. As the major transportation routes of the region, these highways provide easy access to other urban areas of North and Central Texas. The traversal of these major thoroughfares, as well as other lesser roadways, has influenced and will continue to contribute to the development of Leonard and the surrounding area.

Travel patterns also indicate that Leonard has a significant relationship to its service area and the region. According to the 2000 census, the mean travel time to work for

Leonard's 802 persons commuting to work is 30 minutes, with 27.5 percent having a commuting time of 45 minutes or more.

Additionally, it should be noted that Leonard's location outside the pressures and restrictions of intense urban life combined with its well maintained infrastructure, strong sense of heritage and community pride, and its location relative to local and regional economic centers, make Leonard a stable community capable of providing a good, small town quality of life and a healthy environment for raising a family. Leonard's clean, friendly, small town attributes should be important factors considered by businesses and industries, as well as **lone eagle-telecommuters**, when targeting specific locations in this North Texas region.

General Economic History:

Like many Texas cities, Leonard sprang into life with the arrival of pioneers. As the area was settled the city flourished with the help of the railroad, which was used as transportation for building of Leonard and to support agricultural production and distribution. The railroad, which was built through town the same year Leonard was founded in 1880, provided the transportation needed to support first, the area's

wheat and barley industry. So with the railroad, Leonard became an agricultural center.

Today, Leonard finds itself as a small, growing community offering a small town quality of life at a time when social problems plague major centers of commerce. If Leonard wishes to continue influencing its economic future (rather than accepting economic role assignments shaped by other regional interests) the City must confirm and maintain its desired economic niches, and plan for its own desired role in the evolving regional economy. Adoption of this Community Development Plan is an important early step toward: (a) continuing its success in capitalizing on regional change, (b) maximizing local economic opportunity in a timely manner, and (c) planning adequate infrastructure to support local economic growth.

Physical Growth Patterns:

As previously stated Leonard's initial impetus for growth was a combination of Agriculture and the railroad. Initially commercial growth confined itself to the area around the railroad, and housing was built on farms and on lots close into town. However, over time the pattern of housing growth became less compact. As the demand for housing grew, Leonard responded to the expanding market pressures and annexed developing areas.

In terms of business development, there is: (a) a scattering of industrial uses; (b) a small well defined CBD; and (c) highway-oriented commercial areas along U.S. 69.

Further, in addition to opportunities for further CBD/cultural growth and revitalization, there will be growth opportunities for industrial and commercial uses along the U.S. 69 Highway frontages (see Figure 9 of Volume I of this Community Development Plan depicting the Future Land Use Plan). It is also anticipated that, in response to current market demand (and the long term projected trend of tele-commuting), the large areas of agricultural land within Leonard's ETJ will develop into large lot single family residential units east of the current urbanized areas and smaller lots west of the current urbanized areas.

The City has been watching the development of the Texas Trans Corridor as it may traverse the eastern edge of the Leonard's ETJ. This facility if built could have a major impact on the economic viability of future industrial and retail development. As such the city needs to plan accordingly.

OTHER STUDIES

There are no known recent economic base studies conducted specifically for Leonard. The last study was the gaining ground Study for the Texoma Region of the State which only had projections to year 2000.

EXISTING ECONOMIC BASE INVENTORY

In 2005, a survey was conducted which identified both retail and industrial uses currently in operation within the City of Leonard. These locations are depicted in Figure 8 (Existing Land Use Map in Volume I of the Community Development Plan).

Within Leonard there is currently a range of employment opportunities. In addition to small retail/service employment often associated with small towns, Leonard has employment opportunities with a variety of businesses.

Utility & Communication Services - Leonard residents and businesses are served with: cable television; waste disposal services; and water, sewer, electric, natural gas and telephone utilities.

Water and sewer, service is provided to the residents and business establishments by the City of Leonard, and are generally available to all areas of the City where commercial uses have occurred. Commercial rates for water are $13.00 per month for the first 1,500 gallons of use; $3.00 per thousand gallons from 1,500 to 5,000 gallons; $3.10 from 5,000 to 10,000; $3.20 from 10,000 to 50,000; and $3.30 per thousand gallons thereafter.

Commercial rates for wastewater are: $12.75 for the first 1,500 gallons of water usage and $2.30 per thousand gallons of water usage thereafter. Industrial rates for wastewater are the same as commercial rates.

Labor Force - The 2000 Census reveals that the labor force of Leonard is composed of 420 males and 433 females for a total work force of 853 (63% of the Leonard population 16 years of age or older). The Census indicated that the 2000 unemployment rate for Leonard was 2.8 percent, with males having an unemployment rate of 2.6 percent and females having a rate of 3 percent. The 2000 median household income in Leonard was $34,318. A breakdown of the employed persons by occupation is shown in Table 1, and a breakdown of employed persons by type of industry is presented in Table 2.

Industrial Sites - Leonard land use demand is likely to call for mostly residential, agricultural, and retail/services, however it is anticipated that there will be a demand for industrial uses. Industrial opportunity should be pursued in the event that economic development grant funds are available to assist in the development and implementation of industrial activity. Therefore, an industrial park comprising of 150 to 200 acres has been included in the Future Land Use Plan within the railroad corridor in the southern sector of the city.

Although the demand for developing industry in these areas may not occur in the short term, it is important to plan such future industrial areas, and protect them for long term industrial use and tax base/employment expansion.

Commercial Sites - The Land Use Section in this Community Development Plan has identified and analyzed the need to provide commercial sites mostly at major intersections, in the CBD and along U.S. 69) The Land Use Plan Section provides specific data for the location, condition, infrastructure, and availability of commercial sites which have been given a high priority.

TABLE 1

LEONARD, 2000

EMPLOYMENT BY OCCUPATION

	Number	Percentage
Management, professional, and related occupations	236	28.6
Service occupations	154	18.6
Sales and office occupations	168	20.3
Farming, fishing, and forestry occupations	8	1.0
Construction, extraction, and maintenance occupations	101	12.2
Production, transportation, and material moving occupations	159	19.2
TOTAL	826	100.0%

Source: 2000 Census

TABLE 2

LEONARD, 2000

EMPLOYMENT BY INDUSTRY

	Number	Percentage
Agriculture, forestry, fishing and hunting, and mining	14	1.7
Construction	88	10.7
Manufacturing	116	14.0
Wholesale trade	15	1.8
Retail trade	88	10.7
Transportation and warehousing, and utilities	44	5.3
Information	18	2.2
Finance, insurance, real estate, and rental and leasing	60	7.3
Professional, scientific, management, administrative, and waste management services	43	5.2
Educational, health and social services	196	23.7
Arts, entertainment, recreation, accommodation and food services	59	7.1
Other services (except public administration)	41	5.0
Public administration	44	5.3
TOTAL	826	100.0%

Source: 2000 Census

All of the main ground transportation features in the City are 2-lanes, with shoulders. With the addition of thoroughfares as specified in the Thoroughfare Plan Section of Volume I of the Community Development Plan, some pedestrian access facilities, and proper maintenance, the transportation facilities should generally be capable of accommodating anticipated population growth and resultant increases in land use demand created within the existing City Limits for the foreseeable future.

Leonard provides no local air service, however rail transportation facilities are available. The nearest airport outside of Leonard is the Bonham airport at Bonham, Majors Airport at Greenville, and the Sherman airport. More significant nearby airport is DFW International Airport and Love Field near downtown Dallas. The closest major links to international connections and commercial air travel and freight are at the DFW International Airport.

Raw Materials - Significant raw materials, some resulting in low transportation costs to local industries, are found in varying degrees of abundance in the Leonard area. Most income from area agriculture is derived from crops. Area crops include grain, cotton, grain sorghum, and hay.

Housing - After analyzing population projections, occupancy rates, and housing conditions, both the Housing and Land Use Sections in this Community

Development Plan have recognized the need for expansion and continued maintenance of Leonardss housing stock. Without adequate future housing supply, Leonard's economic development potential is limited. Housing is being added at an increasing rate. The future housing supply does not appear to be a problem for Leonard.

BARRIER ANALYSIS

A "barrier analysis" is an analytical method used to identify the specific economic development factors that can hinder or restrict growth, as well as to identify economic development potential. Thirty factors were examined through statistical data and site visits. Nine of the factors examined were major cost factors and the remaining twenty-one factors were operating condition factors. Each factor was then assigned a rating as either an asset, neutral, or liability in relationship to state and consultants' perceived standards. The results of the information have been tabulated in Tables 3 and 4.

In analyzing the foregoing observations, it becomes apparent that Leonard offers a relatively favorable business climate in terms of labor, land and tax costs. All other cost factors examined were either a barrier or neutral in their effect. In analyzing the

operating condition factors, cooperative, productive, housing and geography were considered as assets. With the exception higher education, medical, and industrial sites, all other operational factors analyzed are rated as neutral, though it should be kept in mind that Leonard has relatively convenient access to many strong assets associated with surrounding communities.

TABLE 3

LEONARD

BARRIER ANALYSIS - COST FACTORS

COST FACTOR	RATES/AVERAGES		LEONARD'S RELATIVE ADVANTAGE ASSET-NEUTRAL-LIABILITY(BARRIER)
	LEONARD (A) FANNIN (C)	STATE	
WAGES - WEEKLY	$515 (C)	$786	ASSET
COMMERCIAL WATER 50,000 GALS/MONTH	$167 (A)	$163.54	NEUTRAL
COMMERCIAL SEWER 50,000 GALS/MONTH	$124.30 (A)	$106.02	BARRIER
BUILDING CONSTRUCTION METAL BUILDING COST PER SQ. FT.	$45	$45	NEUTRAL
LAND/SITE 5 AC. INDUSTRIAL SITE - ALL UTILITIES	$50,000	$60,000	ASSET
PROPERTY TAXES $100,000 SINGLE FAMILY RESIDENCE	$2,829	$3,000+	ASSET
DATE OF DATA SOURCES VARY 2000 – 2006		SOURCE: SWC - MSC TEAM RESEARCH	

TABLE 4

LEONARD

BARRIER ANALYSIS - OPERATING CONDITION FACTORS

OPERATING CONDITION FACTOR		CITY OF LEONARD (A) AND FANNIN COUNTY (C)		NCTCOG REGION(R) OR STATE (S) AVERAGE STANDARDS		LEONARD'S RELATIVE ADVANTAGE (ASSET- NEUTRAL- LIABILITY(BARRIER)
		NUMBER/ITEM	VALUE	NUMBER/ITEM	VALUE	
LABOR	SUPPLY: UNSKILLED	109 (A) (13.2%)	G	891,075 (S) (11.7%)	F	**NEUTRAL**
	SUPPLY: SKILLED	717 (A) 86.8%)	G	6,743,204(S) (88.3%)	G	**NEUTRAL**
	PRODUCTIVITY	HIGH	G	FAIR (R)	G	**ASSET**
	UNIONIZATION	NO	G	PARTIAL (S)	F	**ASSET**
	RELATIONS	NO DISPUTES	G	NO CURRENT (R)	F	**ASSET**
UTILITIES	ELECTRIC	AMPLE	G	AMPLE (R)	G	**NEUTRAL**
	SEWER	GOOD	G	AMPLE (R)	G	**NEUTRAL**
	WATER	GOOD	F	AMPLE (R)	F	**NEUTRAL**
	GAS	AMPLE	G	AMPLE (R)	G	**NEUTRAL**
TRANSPORTATION	MOTOR FREIGHT	AVAILABLE	G	AVAILABLE (R)	G	**NEUTRAL**
	RAIL	AVAILABLE	G	AVAILABLE	G	**NEUTRAL**
	AIR	NEARBY	F	MAJOR (R) (S)	F	**NEUTRAL**
EDUCATION	K-12	LISD-YES	VG	ALL ISD'S SAME	VG	**NEUTRAL**
	HIGER ED.	NEIGHBORING CITIES	P	THROUGHOUT STATE	G	**BARRIER**
INDUSTRIAL	SITE AVAILABILITY	FEW DEV. SITES	P	FEW DEV. SITES (R)	F	**BARRIER**
OTHER	HOUSING	INCREASING SUPPLY.	G	AVERAGE SUPPLY (R)	F	**ASSET**
	MEDICAL	HOSPITAL AVAILABLE	P	AVAILABLE (R)	F	**BARRIER**
	CITY POLICIES	MANAGEABLE	G	VARIED (R)	G	**NEUTRAL**
	AESTHETICS	CBD NEEDS IMPROVEMENT	F	MIXED (R)	F	**NEUTRAL**
	GEOGRAPHY	VARIED	G	VARIED (R)	G	**ASSET**

VALUE: E = EXCELLENT VG = VERY GOOD G = GOOD F = FAIR P = POOR
DATE OF DATA SOURCES VARY 2000-2006
SOURCE: SWC - MSC TEAM RESEARCH CBD = CENTRAL BUSINESS DISTRICT

COMMUNITY ASSESSMENT

Several key conclusions/observations and related policy issues arise after reviewing the above information concerning: Historic and General Characteristics; Other Studies; Economic Base Inventory; and Barrier Analysis. Let us begin with the following conclusions/observations:

1) Leonard is a candidate for becoming a home-base community for **Alone eagle-telecommuters** due to the following factors: the expansion of the Dallas/Fort Worth Metroplex; relatively convenient access to the Metroplex market area via U.S. 69 to S.H. 121 toU.S. 75; fairly convenient access to regional recreation and other full service communities; and growing social problems associated with the intense urban life of the Metroplex.

2) There is good commercial land availability along U.S. 69 and in the CBD, which should meet the demands of future residential growth.

3) Leonard has considerable land availability for additional housing.

4) Leonard has industrial land availability (outside the A non-attainment area associated with the Metroplex) with good motor freight service.

5) Leonard's businesses and residents are well supported by local and transported raw material production, a strong work ethic, and a growing service sector responsive to and driven by migration from the Metroplex.

There are some obvious policy issues associated with the key conclusion/observations listed above. It is apparent that the community of Leonard has economic development opportunities it could embrace, and several problems it must address; however, Leonard must first make tough decisions and set priorities. Should Leonard first address its growing service sector needs, or immediately spend its resources on an aggressive industrial development program? Which properties (and in what order) should be encouraged to develop for commercial and industrial purposes? How can Leonard meet the demands for City Services? How can Leonard best secure its piece of the regional economic pie? How are the key economic development decisions best made, and by whom?

The City of Leonard has already taken several the first step towards a commitment to an organized economic development initiative. The City has established an Economic Development Corporation. It will be through this organization that revenue streams, and infrastructure for future economic development efforts can be coordinated.

Based on consultant analysis and interaction, it has been determined that the following recommendations should be carefully considered:

(a) In order to meet future infrastructure and service demands, the City of Leonard should: adopt this Community Development Plan; begin implementation of the Housing and Recreation and Open Space sections of this Plan; adopt and implement a capital improvement plan to make water and sewer improvements; obtain State grants; and continue the collecting of an economic development sales tax.

(b) Once the above recommendations to accommodate future market demands are substantially implemented, appropriate service and related businesses should be targeted, secured, and located in conformance with the Future Land Use Plan as shown in Figure 9 of this Community Development Plan.

(c) Leonard's CBD should be further enhanced to add to the quality small town atmosphere.

(d) A significant amount of industry-ready sites should be prepared in order to effectively respond to and entice realistic industrial employment opportunities.

LOCAL REGULATIONS, ORDINANCES, AND POLICIES

The policies which could have the greatest potential to impact economic development are reflected in the City's Proposed Subdivision Regulations and Zoning Ordinance. Such policies are not intended, however, to discourage growth but to control growth and ensure that any new development provides for quality

facilities and services. The controlling effect of the new Subdivision and Zoning Ordinances may appear to have a tendency to discourage growth since many developers may not desire to spend the necessary funds to construct a development to higher standards. However, this should not be viewed as a policy that inhibits economic development but, rather, ensures quality development and prohibits substandard development.

The reviewed policies included utility regulations, water rates, connection charges, service deposits, electrical rates, building standards and fees, zoning and subdivision regulations. None of these policies reviewed should discourage business development.

ECONOMIC DEVELOPMENT PLAN

Economic development in Leonard should have three major thrusts: (1) enhancing the housing supply, park, infrastructure (water and wastewater), and cultural amenities, (2) retaining and expanding existing businesses, and (3) attracting new, appropriate businesses.

The City should provide both the forum and sense of purpose that are needed to coalesce those who control needed resources, who influence vital decisions, and who possess needed technical expertise. Such a coalition is essential to the implementation of this plan. Successful implementation of this economic

development plan will require building the local interest needed to provide the political support that the effort will require as it proceeds. The City, Chamber of Commerce, the County, and the State should be working together to implement the economic development goals and strategies suggested below. Consensus-building is a difficult process, because the goals of the individual local interest groups may vary; however, the key stakeholders must be drawn together in order that they may work out a program, which all or most of them can support.

The following economic development goals and implementation strategies are recommended based on an analysis of: local economic history and regional influences; other study efforts; an inventory of the economic base; barrier analysis; community assessment; the regulatory environment; the perceived direction of the City; the other sections in this Community Development Plan; local citizen input at The 2005 & 2006 City Council meetings and throughout the preparation of this document, and input from the City Council through the review of this document.

GOAL 1: Adopt this plan as the direction for economic development.

Strategies:

1. Commit to implementing this Community Development Plan and use it as the basis for directing the economic development effort.

2. Continue proper funding of the EDC.

3. Have the EDC develop and maintain effective, regular communication with the community that engenders cooperation, tracks program development (without

compromising necessary confidences), celebrates success, and encourages business development.

GOAL 2: Improve the infrastructure, housing supply, parks, and commercial/industrial development to support growth in tax base and jobs for Leonard.

Strategies:

1. Implement this Community Development.

2. In order to establish needed revenues, adopt and implement a capital improvement plan; develop and adopt impact fees; sell revenue bonds; continue collection of the approved economic development sales tax; and obtain State grant monies for infrastructure planning and construction.

3. Once the plans and revenues are established, construct the infrastructure needed to support a high quality, attractive community with excellent housing supply, retail services, ethnic tourism, and access to recreation opportunities.

GOAL 3: Retain and expand existing businesses.

Strategies:

1. Determine the specific needs of existing businesses using a business retention survey instrument.

2. Design incentive packages which help existing businesses meet their specific needs.

3. Develop specific mechanisms for maintaining communications with local businesses to determine changing needs or challenges.

4. Encourage business to business networking.

5. Implement the improvements proposed in this Community Development Plan.

GOAL 4: Attract desirable, service -related businesses , and small industries into Leonard.

Strategies:

1. Further develop the data base for analyzing economic development issues affecting Leonard.

2. Design incentive packages aimed at attracting the targeted businesses.

3. Develop criteria specific new businesses must meet to be eligible for the incentives.

4. Implement the improvements proposed in this Community Development Plan.

5. Develop marketing teams and design and fund a marketing program for "getting the word out" to targeted businesses.

6. Fully welcome and maintain new businesses attracted to Leonard.

PROPOSED PROJECTS

Based on the information collected and analyzed, several feasible economic development activities that the City of Leonard could undertake are listed below:

1. Implement the Housing and Recreation and Open Space sections of this Plan, and construct the necessary infrastructure to encourage the development of: new quality residential subdivisions; supporting retail services; and hospitality services to accommodate the anticipated population growth. (On going process)

2. Implement the Water and Wastewater Infrastructure plans to insure adequate provision of water and wastewater to commercial and industrial areas (especially along the U.S 69 Frontage).

3. Develop more marketing and community-sponsored programs, which support: recreation opportunities; and the ultimate small town atmosphere. (Within five years - $25,000 annually)

4. Develop and market an industrial park south of the urbanized area of Leonard as shown on the Future Land Use Plan. (Within ten years - $350,000 including water and sewer improvements).

5. Enhance the Central Business District (Within five years- $150,000).

SOURCES OF FUNDING

In addition to establishing bond programs, and planning the use of economic development sales tax revenue, there are a variety of other funding and incentive sources for economic development. More information on the programs listed and generally described below.

MICROENTERPRISE LOAN PROGRAM

The Microenterprise Loan Program offers monies for the development of microenterprises and small businesses at the local level. A "microenterprise" is a commercial enterprise that has five (5) or fewer employees, one (1) or more of whom owns the enterprise.

Eligible activities

• Working capital (purchase of raw materials, inventory, rent, utilities, salaries, and others needed for business operations)

• Machinery and equipment (cars and trucks considered rolling stock would not be an eligible use of funds)

• Real estate improvements

• Maximum of 16% of total award may be used for administration

Microenterprises receiving loan assistance must commit to creating or retaining jobs that will not exceed a maximum cost of $25,000 per job. The jobs created or retained by the microenterprises must principally benefit low- and moderate-income persons. Proceeds from the repayment of the loans may be retained by the awardee / non-profit organization subject to approval by ORCA.

SMALL BUSINESS LOAN FUND

The Small Business Loan Program provides awards to eligible cities and counties for loans to businesses with 100 or fewer employees. The Small Business Loan Fund was created to provide a tool for rural communities to assist their small businesses access capital. The goal of the Program, as stated in the Housing and Community Development Act of 1974 (as amended), is "the development of viable communities ... by expanding economic opportunities, principally for persons of low and moderate income." Eligible applicants include all incorporated cities and towns, except for the entitlement municipalities. All non-entitlement counties are eligible to apply for projects within their non-entitlement area.

Award Amount

$50,000 - $100,000

Matching Requirements

The matching dollars must be greater than or equal to the following ratios based on two separate population categories to receive the maximum points toward award. *

1. Applicant's population less than 5,000 persons—1:1

2. Applicant's population equal to or greater than 5,000 persons—1.25:1

*A minimum ten percent (10%) equity injection by the assisted business is required.

Match / leverage can only be considered if committed for activities for funding with Small Business Loan Funds and the match will be used for the same Small Business Loan Fund project.

Eligible Activities:

• working capital (purchase of raw materials, inventory, rent, utilities, salaries, and other expenses for business operations)

• machinery and equipment (rolling stock is not eligible)

• real estate improvements (including soft costs)

• up to 16% of initial award for administration costs for the initial loan

LEVERAGE FUND

Program Objective

Introduced in 1992, the Texas Leverage Fund (TLF) provides an additional source of financing to communities that have adopted an economic development sales tax. Communities may leverage future sales tax revenues to support job retention or creation.

Terms

Available for interim, long-term or gap financing, TLF loans provide flexible financing terms to match the unique needs of communities, with maturities of up to 15 years available. Generally, EDCs are eligible to borrow four to five times annual sales tax revenues, up to $5 million. TLF loans are low-cost, providing capital to communities at floating Prime Rate, as published in the Wall Street Journal.

Future sales tax revenues serve as collateral for loan repayment with required debt service coverage ratios specified in the Texas Leverage Fund Program Guidelines. Pledged tax collections not needed for actual debt service are available for other projects.

Use of Proceeds

Loan proceeds must be used to pay eligible "costs" of "projects" as defined by the Development Corporation Act of 1979 (the Act), as amended. Under Section 4A of the Act, examples of eligible costs include land, buildings, machinery and equipment for manufacturing and industrial operations. Under Section 4B of the Act, examples

of eligible costs include sports, athletic, entertainment and public park purposes and events.

INDUSTRY DEVELOPMENT LOAN PROGRAM

Program Objective

The Texas Industry Development (TID) Loan Program provides capital to Texas communities at favorable market rates. The main objective of TID is to support projects that will stimulate the creation of jobs and corporate expansion and relocation. TID loans can be used for a variety of purposes, including the purchase of land, buildings, construction, machinery and equipment. TID financing is available for loans above $5,000,000. TID loans are generally requested by a community's economic development corporation, or EDC.

Terms

TID Program loans are low cost, long term financing opportunities to cover costs of economic development projects. The term of the loan cannot extend beyond the useful life of the assets, or bond maturity in 2025.

Source of Funds

The TID program operates within a non-profit entity incorporated under the Development Corporation Act of 1979 (Vernon's Texas Civil Statutes Article 5190.6), Texas Small Business Industrial Development Corporation (TSBIDC). The 67th Legislature in 1981 authorized TSBIDC to issue bonds for economic development

projects. The Office of the Governor Division of Economic Development and Tourism administers the TID program. TID loan obligations do not constitute any liability on the part of the State.

Starting in 1983, TSBIDC issued special limited revenue obligations supporting job creation and capital investment for businesses and communities in Texas. Supported by a bond issuance on July 15, 1986, TID funds are directed to communities for economic development. Debt service is provided by project revenues.

ENTERPRISE ZONE PROGRAM

Program Objective

The Texas Enterprise Zone Program is an economic development tool for local communities to partner with the State of Texas to promote job creation and capital investment in economically distressed areas of the state.

Participation

Local communities must nominate a company as an Enterprise Project to be eligible to participate in the Enterprise Zone Program. Legislation limits allocations to the state and local communities per biennium. The state accepts applications quarterly with deadlines on the first working day of March, June, September and December.

Benefits to Participation

Designated projects are eligible to apply for state sales and use tax refunds on qualified expenditures. The level and amount of refund is related to the capital investment and jobs created at the qualified business site.

Level of Capital Investment	Maximum number of jobs allocated	Maximum potential refund	Maximum refund per job allocated
$40,000 to $399,999	10	$25,000	$2,500
$400,000 to $999,999	25	$62,500	$2,500
$1,000,000 to $4,999,999	125	$312,500	$2,500
$5,000,000 to $149,999,999	500	$1,250,000	$2,500
Double Jumbo Project $150,000,000 to $249,999,999	500	$2,500,000	$5,000
Triple Jumbo Project $250,000,000 or more	500	$3,750,000	$7,500

In addition, local communities must offer incentives to participants under the enterprise zone program, such as tax abatement, tax increment financing and one-stop permitting.

SMART JOBS FUND

The Smart Jobs Fund is a workforce development incentive program created to enhance employment opportunities for residents of this state and to increase the job skills of the existing workforce. Smart Jobs provides job training assistance in the form of a reimbursable grant to eligible businesses operating in, or relocating to, this state. Smart Jobs Fund grants are competitive, which means that not all applicant businesses are selected to receive grants. If an applicant business is selected to receive a grant, the Smart Jobs Fund will provide a grant in the form of a cost reimbursement. This means that the business will be required to pay for approved direct-training related costs, and a reimbursement is made based upon costs incurred. The program is administered by the Texas Department of Economic Development.

TEXAS CAPITAL FUND REAL ESTATE DEVELOPMENT PROGRAM

This economic development program is designed to provide financial resources to non-entitlement communities. Funds can be utilized for real estate development to assist a business which commits to create and/or retain permanent jobs, primarily for low and moderate income persons. This program encourages new business development and expansions located in non-entitlement communities.

TEXAS CAPITAL FUND INFRASTRUCTURE PROGRAM

This economic development program is designed to provide financial resources to non-entitlement communities. Funds can be utilized for public infrastructure to assist

a business which commits to create and/or retain permanent jobs, primarily for low and moderate income persons. This program encourages new business development and expansions located in non-entitlement communities.

STATE OF TEXAS SMALL BUSINESS INDUSTRIAL REVENUE BOND PROGRAM

The State of Texas Small Business Industrial Revenue Bond Program is designed to provide tax-exempt financing to finance land and depreciable property for eligible industrial or manufacturing projects. The Development Corporation Act allows cities, counties, conservation, and reclamation districts to form non-profit industrial development corporations or authorities on their behalf. Their purpose is to issue tax-exempt and taxable bonds for eligible projects in their jurisdictions.

The industrial development corporation acts as a conduit through which all of the monies are channeled. Generally, all of the debt service on the bonds is paid by the business under the terms of a lease, sale, or loan agreement and as such does not constitute a debt or obligation of the governmental unit, the industrial development corporation or the State of Texas.

TEXAS BUSINESS EXPANSION PROGRAM (SBA 504 LOAN PROGRAM)

The Small Business Administration (SBA)504 loan is a fixed asset financing program which offers small businesses fixed interest loans at a below market rate. The SBA 504 stimulates local investment and creates new or saves existing jobs.

TEXAS DEPARTMENT OF ECONOMIC DEVELOPMENT TEXAS LEVERAGE FUND

The Texas Leverage Fund (TLF) is an "economic development bank" offering an added source of financing to communities that have passed the economic development sales tax to make loans local businesses for expansion or to recruit new industries.

STATE OF TEXAS HISTORICALLY UNDERUTILIZED BUSINESS AND SMALL BUSINESS LINKED DEPOSIT PROGRAM

The State of Texas Historically Underutilized Business and Small Business linked Deposit Program ("Linked Deposit Program") was established to encourage lending to historically underutilized businesses and/or small businesses in distressed communities by providing lenders and borrowers a lower cost of capital.

CHANGES TO POLICIES AND ORDINANCES

As a part of this Plan it is recommended that the following policies be adopted and implemented:

1. In addition to this Economic Development Study, a detailed strategic plan should be developed which is coordinated with the rest of this Community Development Plan, and which provides detailed action steps for community interaction, marketing, and improving the quality of life. The strategic plan should also include a customized marketing process, a proposed marketing theme, and identification of necessary marketing tools and materials (cost of strategic plan if done by outside consultant should be $25,000 to $35,000).

2. The policies suggested in the Housing and Recreation and Open Space Sections in Volume I of this Community Development Plan should be adopted and implemented.

3. Quality of life improvements should be carefully planned, including improvements to the housing supply, retail services, and parks.

4. Economic development efforts are encouraged to first give priority to enhancing the development of infrastructure for supporting quality housing and supporting retail services; however, should a strong opportunity for new industry arise which is beneficial to the community, economic development

efforts are encouraged to respond with appropriate attention and incentive support to the prospective beneficial industry.

5. Target marketing for new service, and recreation and equestrian related businesses should begin once substantial progress is made in implementing policies 1 through 4 above.

INTRODUCTION

The purpose of this segment of the Community Development Plan is to provide an inventory of the existing City of Leonard water supply system, and an analysis of the systems operations. No recent system wide water system analysis has been conducted that considers all of the current development activity occurring in Leonard. A previous study was prepared in 1996 for both the water and wastewater systems by the firm of Southwest Consultants. Many of the recommendations have been implemented.

The provision of ample public utilities such as water facilities is vital to Leonard's life and growth. It was the introduction of water piped under pressure and water-carried waste disposal, which made possible the urban concentrations of population, as we know them today. The average citizen has come to expect water to be available, in the quantity desired, and gives no thought to the source of that water or the destination of the resulting wastes. The instant response to these demands requires considerable planning, effort, and investment in plants and equipment.

The community leaders should be concerned with the proper relationship of the utility systems to each other and to the land use plan. The complexity of the utility

systems increases greatly as they cover larger areas and serve increasing numbers of customers. This water plan will help direct the City towards the efficient updating and expansion of Leonard's water system.

WATER SYSTEM PLANNING

In order to plan a future water system capable of providing the requirements of the projected community, it is necessary to evaluate the present system, including the water supply and distribution system network and its capability of providing service for the present and projected demands. The City must have a dependable water supply that will provide for all water demands; including domestic, industrial, and commercial, as well as an allowance of about 25 percent for distribution system leakage, fire fighting, and other unmetered uses. The present average usage throughout the United States is around 100 gallons per capita per day. In industrial cities with heavy industrial water consumption the average usage may be 300 gallons per capita per day or more.

Effective February 1, 1998 the Texas Department of Insurance implemented

Insurance Services Office's Fire Suppression Rating Schedule and the Public Protection Classification System; the Key rate System, which had been in use for nearly 80 years, was repealed. Key rating uses population as the primary basis for determining a city's fire protection requirements. Key rates were based on a time when Texas towns had a single-core business district. The new rating system should not be used for purposes other than insurance rating. Since Leonard fits the Old Key Rate identity it is still a good measure and useful for planning purposes. Planning for the water utility system must take into account the basis on which this key rate is computed as affected by the water works, which includes pumping facilities and fire flow pressures, water supply, ground level storage reservoirs, elevated storage, water distribution system and fire hydrants, and pumping station or stations.

Most cities maintain pressure in the water distribution system by providing elevated water storage, preferably at some high topographical location or locations in the city. Water is pumped from ground storage reservoirs located at wells, a treatment plant, or delivery point, into the system to maintain a high level of water in the elevated tank and thus a high pressure in the system. A balanced system should provide pumps with capacity to supply the average daily consumption, with additional pumps, which can put sufficient water into the system to meet the maximum daily demands and maintain the system pressure. To satisfy the peak hourly demands,

water can be used from the elevated storage along with that provided by additional pumps.

Water storage reservoirs in a water system provide water for three principal purposes: (1) to meet hourly demands which are in excess of water supply facilities; (2) to meet the increase in demand created during fire event; and (3) to meet the system demands during short interruptions of water supply. The key rate requires 55 gallons of elevated water storage per capita, in addition to required ground level water storage of 130 gallons per person served by the water system. Also, the City should be in compliance with current per service connection requirement of the Texas Commission on Environmental Quality for elevated storage (Rules and Regulations for Public Water Systems - TCEQ).

Ground storage consists of a reservoir placed on or just below the ground surface. Water in a ground storage reservoir is treated and ready for use, but must be pumped from the reservoir into the distribution system with high service pumps. Ground storage is generally located at a water treatment plant, near a well site, or at a delivery point.

Elevated storage consists of a reservoir elevated above the area, which it is to serve. This elevation can be accomplished via a tower type structure or a tank location on

high ground. Water in this type reservoir is also treated and is ready for use. Due to its elevation above the ground there is sufficient pressure to flow the water into the distribution mains by gravity without pumping. However, the elevated storage tank must be filled from the source of supply via the pumping facilities.

Maximum hourly demands for water can be supplied in several ways. One method is to maintain pumping capacity at the source or supply sufficient to pump water at a rate high enough to supply the maximum hour demand. Another method is to supply water with pumps at the source of supply with capacity to meet the maximum daily consumption rate and to supply the higher maximum hourly demand by permitting water in the elevated tank to drain into the system during peak consumption hours. Either of these methods is acceptable practice; some combination of the two might be determined to be a more economical experience has shown that the peak pumping capacity should be approximately 125 percent of the maximum daily demand.

Materials used in water system construction usually have a fairly long life, but will ultimately have to be replaced. In water system planning, attention should be given to the deterioration of any facilities which have served their purpose and which may be either too expensive to maintain or overly expensive to operate, and an efficient schedule or replacement developed.

In general, no water lines less than six (6) inches (8 inch water lines is the preferred minimum size) in diameter should be installed. Lines should be sized to maintain proper pressure and flow rates at all locations. Consideration must be given to the location of water lines in relation to sanitary sewers and other public utilities.

The proper provision and distribution of fire hydrants and valves is critical to the operation and maintenance of a water distribution system. Fire hydrants should be located so that all structures are within 300 of the fixture. Water valves should be placed such that no unnecessary interruptions occur over large areas when line repairs are made at any particular location.

The Texas Commission on Environmental Quality has set forth guidelines for the location, installation, and operation of water lines and all other water works utilities (Rules and Regulations for Public Water Systems - TCEQ).

In planning for a growing city, consideration must be given to the extension of the utility system into new areas as building construction progresses. Unless utility expansion is orderly and adequate, growth of the City into new areas cannot and will not occur. Building may not be completely stopped by failure to extend service into the new areas, but the character of the development that does occur is likely to he

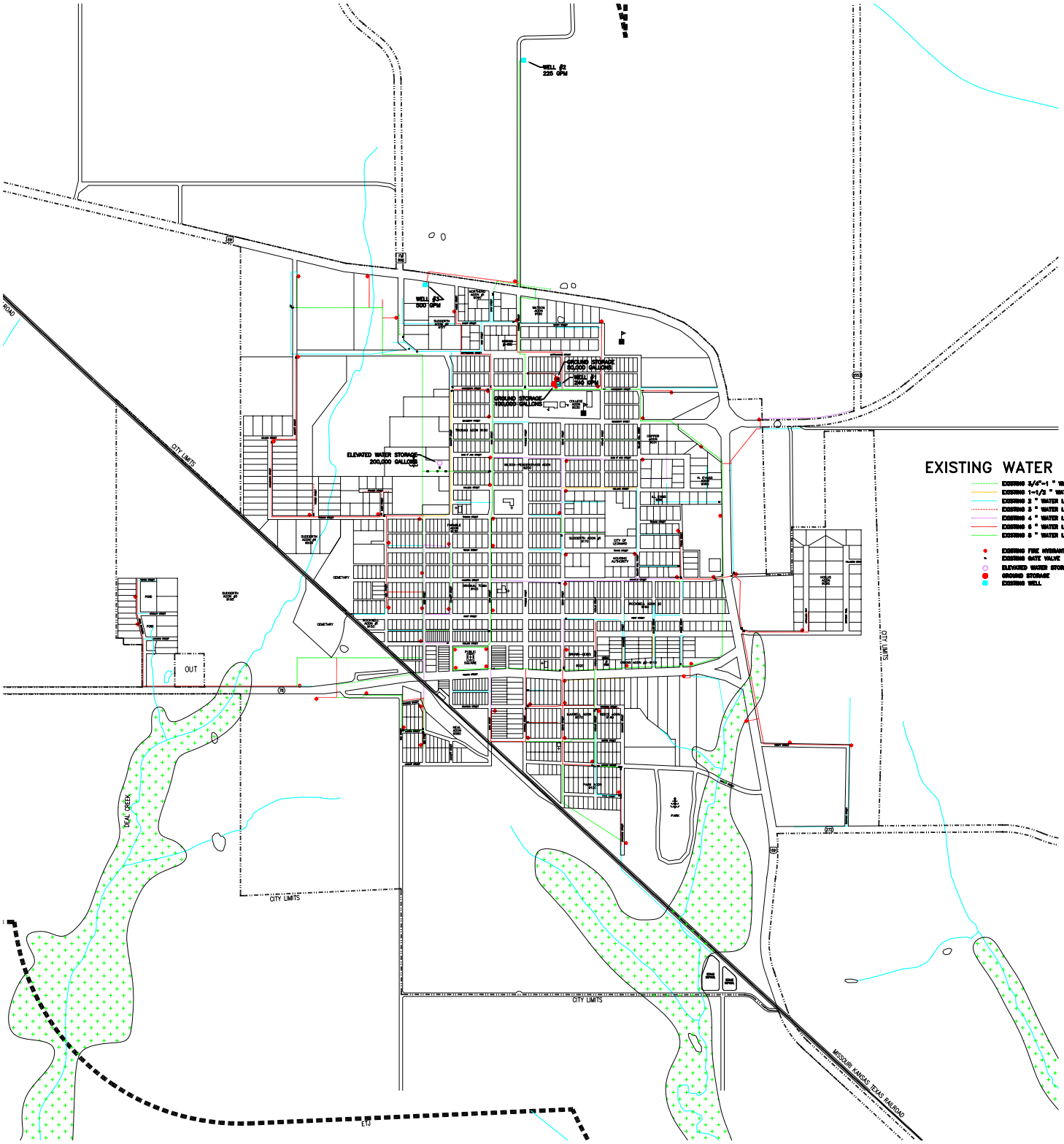
inferior and has an adverse effect on the City as a whole.

WATER SYSTEM INVENTORY

The City of Leonard owns its water supply distribution system. Potable water is currently obtained from three active wells. The Leonard water is pumped and treated one well location. The City currently serves 799 active water connections. The inventory and updating of the existing City system was compiled in 2006. The results of the inventory are graphically depicted in Figure 8. Water system capacities are also indicated in Table 5. Pipe diameter ranges in size from 1 inch to 8 inches. The Leonard water system configuration has two ground storage tanks, three wells, one elevated storage tank, and distribution lines. The only cost of producing well water is the pumping and treatment of water.

The Water system operation has one operator with a certificate. The highest certificate has two Class "C" Operator's Certificates and four “D”, which complies with Texas Commission on Environmental Quality. Daily operation and maintenance of the water facilities consists of the following:

1. Check chlorine residual;
2. Check water Ph;
3. Check water alkalinity; and,



CITY OF LEONARD

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- SCHOOL
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4. General maintenance as needed and required.

With respect to system standards and design criteria, the Texas Commission on Environmental Quality has developed specific minimum guidelines. These standards are less than those required for an approved public water supply. They provide a basis for evaluation, however. Current available data from the Leonard water system, as compared with Texas Commission on Environmental Quality standards, are indicated in Table 6. As shown, the City's standards are above those of the Texas Commission on Environmental Quality. All calculations are based on 799 water connections.

TABLE 5

CITY OF LEONARD

WATER SYSTEM INVENTORY

FACILITY	CAPACITY
Well # 1	Average 240 gpm
Ground Storage Tank	50,000 gallons
Ground Storage Tank	100,000 gallons
Well # 2	Average 225 gpm
Well # 3	Average 500 gpm

Elevated Storage	200,000 gallons

Additional standard of the Key rate require that minimum line sizes in residential areas be not less than 6 inches in diameter. In addition, all lines must be looped to ensure uninterrupted service should a line breakage occur. In commercial areas, 8-inch lines must be installed. No 6-inch dead-end water mains should be more than 1800 feet in length.

TABLE 6

CITY OF LEONARD

WATER SYSTEM STANDARDS

FACILITY CAPACITY	**TCEQ**	**LEONARD**
Total Storage	200 gal./connection	500
Elevated Storage	100 gal./connection	250
Wells	0.6 gpm/connection	1.21
Minimal Residual Pressure	20 psi	50
Normal Operating Pressure	35 psi	40
"C" Certified Operators	2	2

TCEQ = Texas Commission on Environmental Quality

Based Upon 799 connections served by system.

Additionally, standard three-way fire hydrants require a 6-inch or larger diameter

water main with a minimum of 5 inch valve openings. Fire hydrants are to be properly located every 300 feet in commercial areas and every 600 feet in residential areas so that every building in the City limits will be within 500 feet of a standard City fire hydrant. Fire hydrants on mains less than 6 inches are not recognized by the Key rate as providing effective fire protection.

TABLE 7

CITY OF LEONARD

WATER SYSTEM STANDARDS

FACILITY CAPACITY	KEY RATE	LEONARD
Minimum Main Size	6 - inch	1 - 8
Elevated Storage	55 gal. per capita	94.3
Ground Storage	130 gal. per capita	94.3

KEY RATE – OLD KEY RATE STANDARDS

Based Upon 2,122 Residents served by system.

WATER SYSTEM ANALYSIS

As illustrated in Table 5, 6, and 7, most of the major elements of the water

system are adequate according to the standards set forth except for ground storage which appears that an additional facility is needed.

TABLE 8

CITY OF LEONARD

POTENTIAL SERVICE CAPACITY

FACILITY	MAXIMUM CONNECTIONS	2006 CONNECTIONS	AVAILABLE CONNECTIONS
Total Storage	2,000	799	1,201
Elevated Storage	2,000	799	1,201
Well Capacity	1,608	799	809

Based on TCEQ Minimum Acceptable Standards and Current Leonard data.

Many portions of the City lack adequate sized looping of distribution lines with several lines in undersized condition. Key Rates recommend a minimum line size of 6 inches for residential areas and 8 inches for commercial and industrial areas to

provide adequate fire protection.

The current water rate adopted for 2003 is as follows:

Residential & Commercial - Inside City Limits

Base Charge – 1,500 gallon minimum	$13.00
From 1,500 to 5,000 gallons	$3.00 per thousand
From 5,000 to 10,000 gallons	$3.10 per thousand
From 10,000 to 50,000 gallons	$3.20 per thousand
Each 1,000 gallons water thereafter	$3.30

The cost to produce water is estimated to be $0.61 per 1,000 gallons. This cost includes the chemicals for the water and the electricity to pump the water at the wells. This cost does not include the labor force required. If 2 (with “C” & “D” certifications) of the 6 employees are added to the cost the rate is $1.27 per 1,000 gallons. The water/wastewater department are one and the same. They also perform additional duties such as drainage maintenance, park maintenance, street maintenance, water line extensions, and many other duties within the city and therefore difficult at best to allocate how much expense is solely for water costs. Capital expenditures (new wells, storage, line replacement, repairs) are not included within this estimate.

Presently, operation of the City's water system facilities is adequate with maintenance conducted on a regular basis. With the assistance of this study, locating necessary elements of the water system will be easier. As updates are made, a more effective approach can be achieved in evaluating future projects.

In the past, the water system has met the City's needs. The critical elements of the water system are the distribution system's line size, and the lack of looping. As the City grows, additional burdens will be placed on these inadequate facilities of the water system infrastructure.

Based on input from the public, staff, and City Council, the following problems were developed and ranked according to the perceived need of the water system of Leonard:

1. Replace old undersized water mains in the central sector of City
2. Loop distribution lines throughout the City to provide improved distribution and pressure.
3. Add additional ground storage facility.
4. Plan for the future.
5. The City should strive to keep water cost as low as possible.
6. The City should encourage the conservation of water resources by

customers of the water system.

No other problems are perceived as being in need of resolution.

DROUGHT CONTINGENCIES AND CONSERVATION

The TCEQ has published a system for notification for drought-related water problems. This system also includes priorities and states of water rationing during times of drought. This system is recommended as follows:

Priority

E - Emergency. Could be out of water in 45 days or less.

P - Priority. Could be out of water in 90 days or less.

W - Watch. Water shortage possible.

R - Resolved. No longer experiencing water capacity problems.

Stage

Stages of water rationing

1. Mild rationing. Usage of water for outdoor purposes, such as lawns, gardens, and car washing, can be restricted by utility.

2. Moderate rationing. All outdoor water usage is prohibited except by hand-held hoses with manual on/off nozzles. Water usage for livestock is exempt from this restriction.

3. Severe rationing. All outdoor water usage is prohibited; livestock watering may be exempted by the utility. All consumption may also be limited to each customer in specific ways.

A renewed public interest in water resources was embodied in the passage of Senate Bill 1 (SB 1) by the 75th Texas Legislature. SB 1 is a comprehensive omnibus water bill that addressed improving many different areas of water management, ranging from water planning and regulation to data collection and dissemination. Included in this bill is the establishment of regional water planning groups.

The Texas Water Development Board is responsible for administrating the state and regional water planning groups. Fannin County of which Leonard is part of is within Region C Water Planning Group. Within Appendix B of this document is the 2006 Executive Summary of the Water Plan for Region C.

The Texas Water Development Board has also published Water Saving Tips. This

document has been provided in Appendix C. These tips are for all households and are useful in the conservation of our water resources.

SYSTEM PLAN

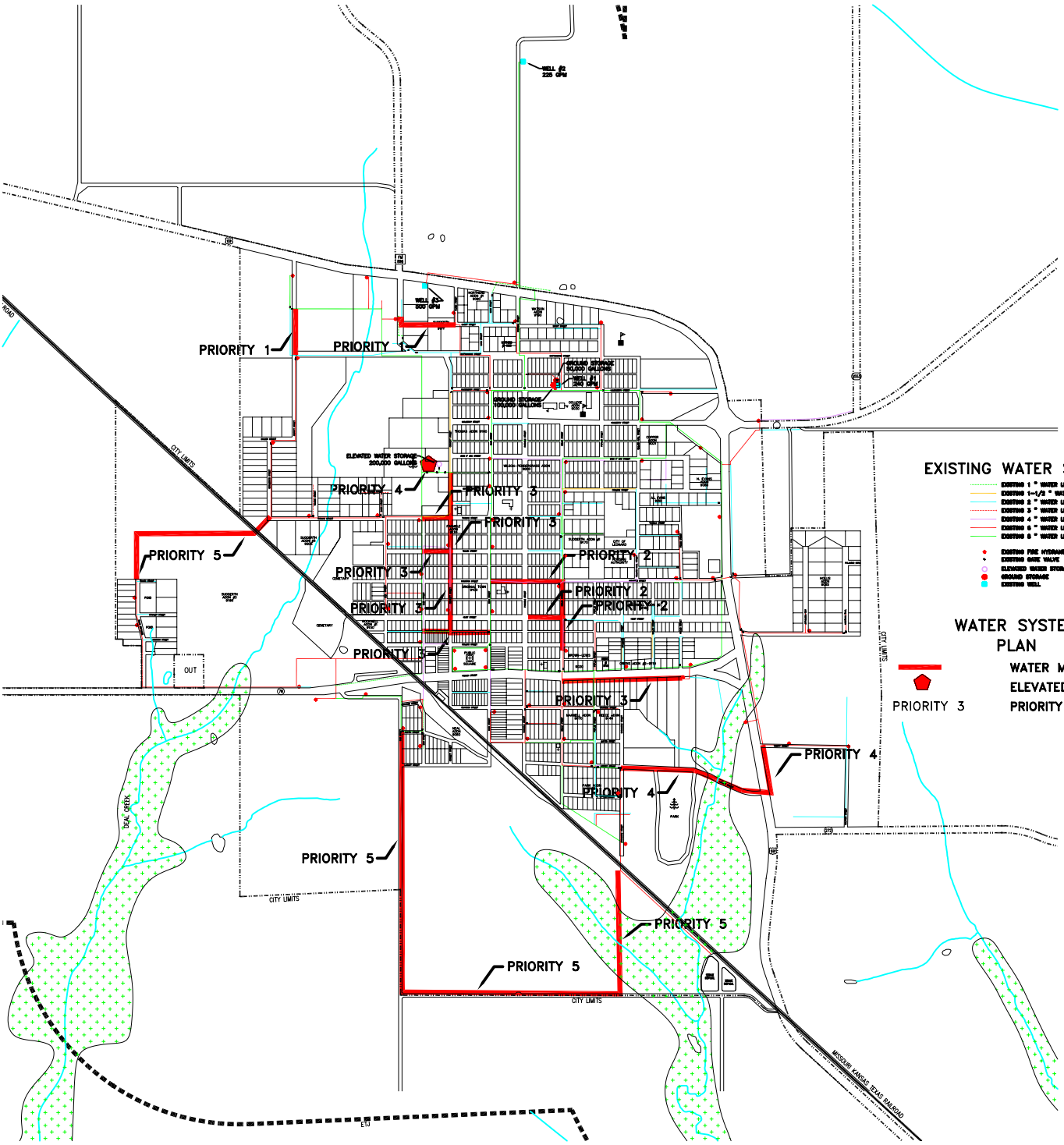
A priority action plan listing priorities, estimated costs, and possible funding sources has been developed. The physical aspects of the plan are graphically presented in Figure 9. In order to bring the City's water system into compliance with Texas Commission on Environmental Quality and Key Rate standards, recommended improvements should be an integral part of an overall five-year Capital Improvements Program.

GOAL - THE GOAL OF THIS PLAN IS TO EFFECTIVELY PROVIDE FOR THE ADEQUATE PROVISION OF WATER SUPPLY, PRESSURE, AND DISTRIBUTION TO ALL AREAS OF THE CITY.

First Priority

The first priority is to replace several water lines as follows:

Griffitt Street	Cottonwood North to existing 8 Inch line
West of Short & Parks St. Int.	Parks Connett



CITY OF LEONARD

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This project will cost approximately $52,000.

Second Priority

The second priority is to replace several water lines as follows:

Cedar Street	Collins to Houston
Hunt Street	Cedar to Parmele
Houston Street	Cedar to Main

Estimated cost of this project will be $82,000.

Third Priority

The third priority is to replace several water lines as follows:

Fannin Street	Cedar to Pecan
Alley North of Collins	Main to Elm
Connett Street	Alley north of Collins to Alley north of College
Travis Street	Connett to Elm
Thomas Street	Connett to Elm

This project will cost approximately $130,000.

Fourth Priority

The Fourth priority is to Build a ground storage tank and replace several water lines as follows:

Locust Street	Sycamore to S.H. 69
S.H. 69	Locust to Trinity
Ground Storage Tank	Near water tower

This project will cost approximately $205,000.

Fifth Priority

The fifth priority is to loop water lines for future development and to provide better water service in western and southern Leonard as follows:

New r.o.w.	End of Cedar south to city limits
Along south city limits	New line west to Oak Street
Oak Street	New line to Austin
New r.o.w.	Westlake to Thomas

This project will cost approximately $305,000.

Funding for the above prioritized improvements might be secured from several different sources or combinations thereof. The sources of funding include Revenue Bonds, Farmers Home Administration Loans, the Texas Water Development Board Loan Fund, and the Texas Community Development Program administered by the

Office of Rural Community Affairs.

By the end of the fifth year, a significant portion of the water system needs will have been addressed, bringing the system closer to compliance with State Board of Insurance requirements. Following implementation of the proposed improvements, the City's water system should be able to accommodate existing development with capacity to serve additional residential units.

Future Development outside of the existing urbanized area will need to be addressed in an orderly fashion. Because of this the plan map identifies water system distribution mains to address anticipated growth in undeveloped portions of the City as well as portion of the Extra Territorial Jurisdiction. These lines should be funded and built using the Subdivision Ordinance and by the establishment of Impact Fees by the City.

INTRODUCTION

This wastewater system study and analysis consists of an inventory of current conditions and problems facing the City of Leonard in the treatment and collection of its wastewater. The second portion of this report focuses on the development of a wastewater system plan with a long-term strategy for improvements to the existing system.

To appropriately plan a wastewater collection and treatment system for a community, the planner must have knowledge of the existing system, area topography and growth trends. Peak wastewater flows which are expected to be generated at selected points in the service area are then determined and compared with the existing system capacities. Adjustments to the system can then be proposed.

The topography of a community heavily influences wastewater collection and treatment. Since gravity sewers are much preferable to lift stations and force mains (in terms of both economics and operational complexity) the ideal arrangement is a sewage treatment plant located at the downstream end of a drainage basin with gravity sewers extending along drainage ways within the basin. Leonard is not fortunate in this regard since the City sits on a ridgeline

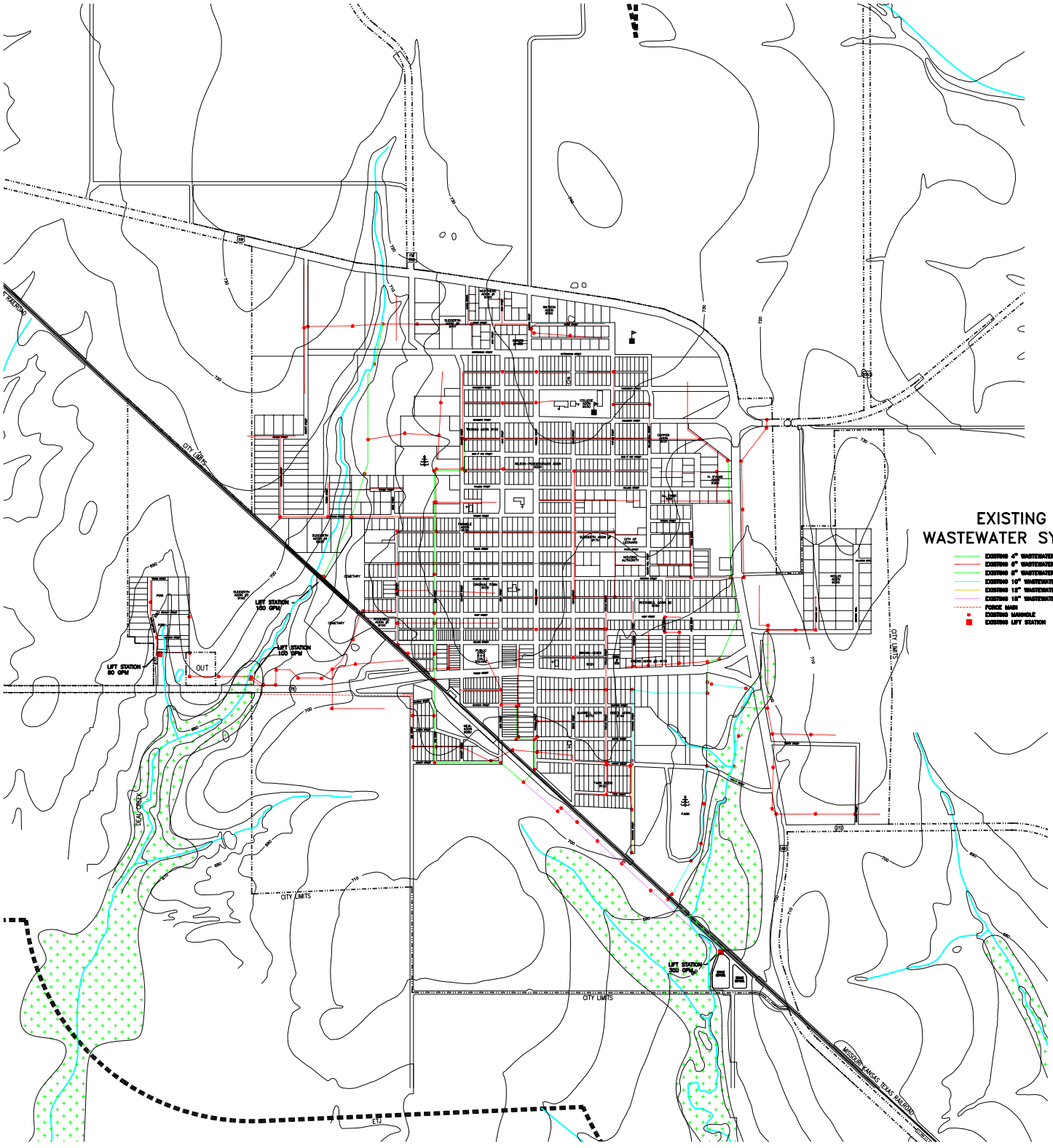
and drains generally to the southeast and southwest directions. The current location of mains in Leonard has the need for 3 public lift stations.

WASTEWATER SYSTEM INVENTORY

The first step in the inventory process was to insure that all know lines and capacities of lift stations were determined and mapped. This was accomplished with the help of the Leonard Public Works director and City Administrator. A previous study was prepared in 1996 for both the water and wastewater systems by the firm of Southwest Consultants.

The City of Leonard owns its wastewater system. The collection system is comprised of gravity flow wastewater mains, 4 lift stations (one at treatment plant), 3 force mains and a wastewater treatment plant located at the southeastern corner of the City.

The wastewater collection system is comprised of clay tile and polyvinyl-chloride pipe ranging from 4-inch to 15-inch pipe terminating at the wastewater treatment plant. The location of trunk and collector lines, manholes, lift station, and force main are illustrated in Figure 10. The wastewater collection system serves 745



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TOPOGRAPHY BASED ON USGS MAPS

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connections within the City Limits. Inside the City not all residential customers are served with wastewater services. The wastewater rates are based on water usage with the following rates adopted in 2006:

Residential and commercial users

Base Charge (first 1,500 gallons)	$12.75
Each 1,000 gallons of water usage	$ 2.30

For apartments, apartment complexes or other multi-family dwellings, each living unit is considered to be a separate customer for billing.

The annual operating expenses of wastewater treatment, and maintenance of all wastewater and water system is approximately $646,644 annually. As this rate increases over time Leonard will need to adjust customer cost proportionately. Additionally, if Leonard continues to grow the need for additional funds to retire new debt will be reduced because of new connections added to the existing system.

WASTEWATER SYSTEM ANALYSIS

Criteria of to analyze the wastewater system is based on TCEQ standards which are derived from the Texas Administrative Code Title 30, Part I, Chapter 317 - Design Criteria for Sewerage Systems. Some of the wastewater collection system's major components are in good condition. However, many lines are still clay tile allowing for excessive infiltration. This problem should be addressed by finding the leaks and correcting the problem.

There are two predominate soil series covering Leonard. The Houston Black-Lesson-Heiden association covers the majority of the area within the Leonard City limits. The Fairlie-Dalco association covers the western portions of Leonard. These two associations have suitabilities that are generally characterized as follows: severely limiting to community development, sanitary facilities, and recreation. Further, these soil associations have high shrink-swell, low strength, and slow percolation characteristics, The City of Leonard should adopt and enforce standards for the design and construction of development in order to mitigate the limitations posed by its soils. Any septic tanks should be carefully controlled and monitored.

Industrial wastewater is currently not a problem in the City. If an industrial user requiring special treatment move into Leonard the city should adopt ordinances that will address unusual treatment needs.

Operational procedures designed to maintain compliance with the Texas Health Department and U.S. Environmental Protection Agency standards are adequate for plant operation. Daily operational procedures carried out by City licensed "C" operator to ensure adequate maintenance of the systems and facilities. Daily maintenance procedures for the plant should include:

1. Inspect treatment facilities;
2. Check chlorine residual;
3. Check pumps and pumping rates; and,
4. General maintenance as required.

Currently, All of the wastewater lines are 4 inches in size or larger. Any new line construction should be 6-inches or larger.

The City of Leonard wastewater treatment plant is permitted by TCEQ and discharging to a tributary of Arnold Creek. The plant had an $1,008,000 update in 2003 and should be adequate for the planning period. No special sewer treatment is needed in Leonard.

In regards to sanitary sewer system improvements the highest priority and greatest community needs are ranked as follows:

1. Increasing the capacity of lines in several areas of the City.
2. Yard line work and smoke testing.
3. Making provisions for future development

In analysis of the wastewater system, standards for review are as follows:

1. No wastewater lines other than house laterals and force mains shall be less than 6 inches in diameter.

2. All wastewater lines shall be designed and constructed with hydraulic slopes sufficient to give a velocity when flowing full of not less than 2.0 feet per second.

3. Wastewater lines should be laid in straight alignment where possible with uniform grade between manholes.

4. Manholes should be placed at points of changes in alignment, grade or size of wastewater line, and at the intersection of wastewater lines and the end of all wastewater lines that will be extended at a later date.

5. The inside diameter of the manholes shall be not less than 4 feet.

6. Provide an average of 100 gallons of wastewater treatment facilities per capita.

7. Wastewater lines shall be designed for the estimated future population to be served, plus adequate allowance for institutional and commercial flows.

8. Wastewater and water lines shall be installed no closer to each other than nine feet between outside diameters.

WASTEWATER SYSTEM PLAN

The Action Plan listing priorities, estimated costs, and possible funding sources has been developed and presented. Improvements to the Leonard wastewater system, which comply with Texas Natural Resources Conservation Commission and Environmental Protection Agency standards, will be an integral part of an overall Five-Year Capital Improvement Program for the City. The recommended wastewater system improvements have been indicated on Figure 11.

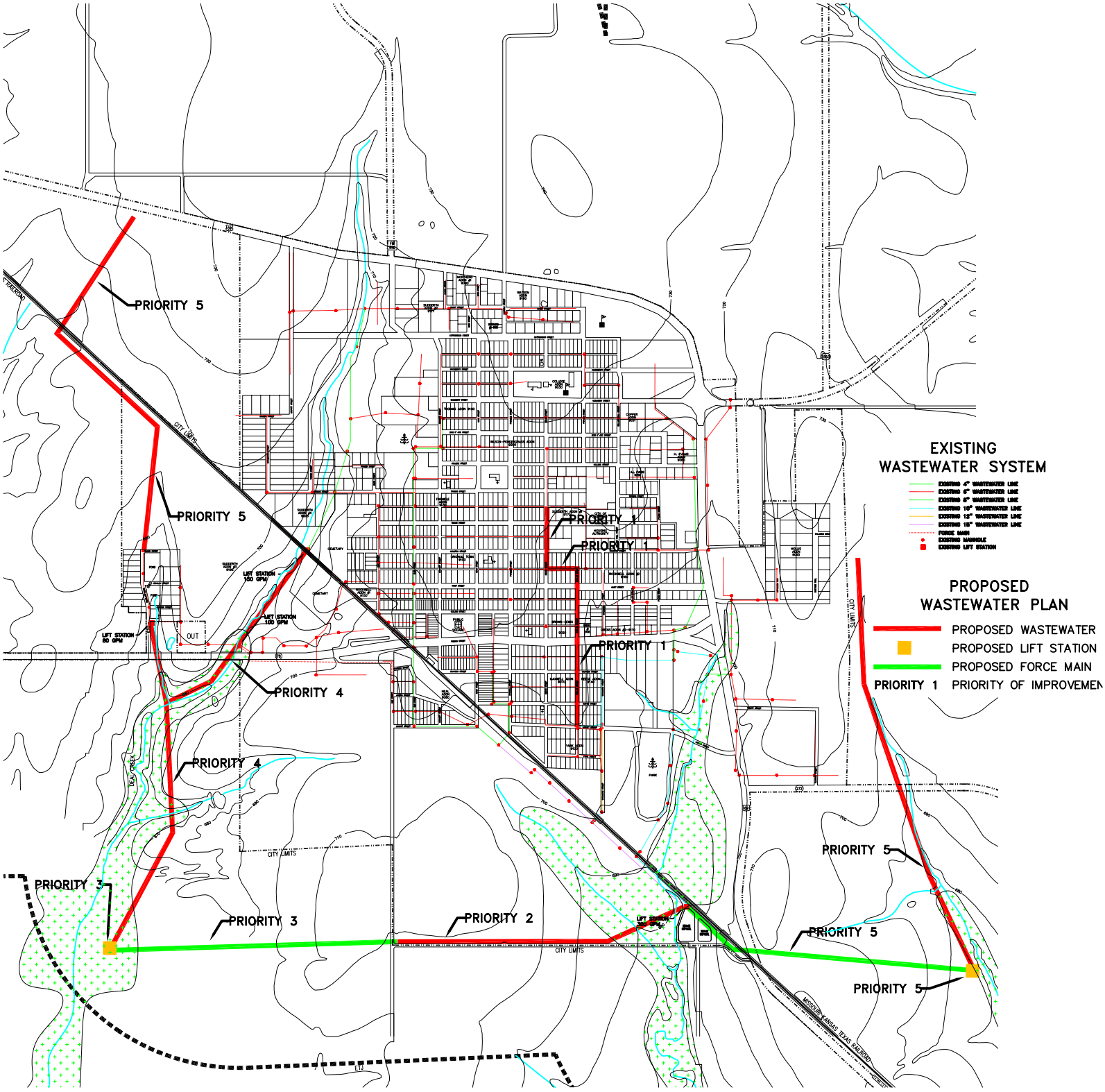
GOAL - THE GOAL OF THIS PLAN IS TO EFFECTIVELY PROVIDE FOR THE ADEQUATE TREATMENT AND COLLECTION OF WASTEWATER FOR ALL AREAS OF THE CITY DURING THE NEXT FIVE YEARS AND TO PROVIDE FOR FUTURE GROWTH.

First Priority

The First priority construction activities include the replacement several wastewater lines as follows:

Popular Street	Locust to Alley north of Hunt
Alley North of Hunt	Popular to Cedar
Cedar Street	Alley North of Hunt to Alley North of Travis

The cost of this project is approximately $138,000



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P.O. BOX 830634
RICHARDSON, TEXAS
AND
MAURICE SCHWANKE & COMPANY
1209 SOUTHWOOD BLVD.
ARLINGTON, TEXAS

Second Priority

The Second priority is to construct a section of wastewater line from the treatment plant westerly along South city limits to provide incentives for economic development for a potential industrial park and start an overall development of the western area of Leonard.

The cost of this project is approximately $162,000

Third Priority

The third priority is to install a lift station on Deal Creek and a force main from lift station to Oak Street.

The estimated cost of this project is $183,000.

Fourth Priority

The fourth priority project is extend a gravity trunk line northward from third priority improvement to 80 gpm lift station north of S.H. 78 and a gravity line

from Deal Creek to 150 gpm lift station near cemetery. This project will replace 3 existing lift stations.

The anticipated cost of this project is $305,000

Fifth Priority

The fifth priority is the construction of a new wastewater main from priority four northward to S.H. 69 and the construction of a lift station, force main and gravity line to serve future development in the eastern edge of Leonard's planning area.

The anticipated cost of this project is $650,000.

Several sources are available for funding of the Five-Year Action Plan. Sources could include applying for Texas Community Development Grant funds, Texas Capital Funds, F.H.A. loans, Revenue Bonds, **Private Sector funds, and impact fees**, and using local inkind labor and equipment on a pay-as-you-go method.

Future Development outside of the existing urbanized area will need to be addressed in an orderly fashion. Because of this the plan map identifies wastewater system collection mains, lift stations and force mains that will be necessary to address growth in undeveloped portions of the City as well as the

Extra Territorial Jurisdiction. The proposed facilities generally follow existing drainage basins with lift stations placed strategically at the lowest elevations to maximize the potential size of the service areas. Force mains are then projected back towards existing development. Care needs to be taken to ensure that the downstream lines are sized adequately to handle the drainage basins that are proposed to be added to system. These lines should be funded and built using the Subdivision Ordinance and by the establishment of Impact Fees by the City.

INTRODUCTION

The intent of this Storm Drainage System Study is to review all available information on storm drainage in the city, make an analysis of the existing system, establish a data base, and then use the information to prepare a plan and make recommendations with cost estimates to improve the existing storm drainage systems within the city.

To facilitate diminished property damage from flooding during periods of intense rainfall, the drainage system for a community must be addressed sized and properly maintained. The public has come to expect that no damage will result to property from storm drainage or high water, and gives no thought to the location of neighborhoods in relation to ground elevation drainage flows, etc., all of which directly affect the surface storm drainage immediately adjacent to homes or business structures. Storm drainage facilities required for a city may include inlets, storm sewers, culverts, bridges, concrete lined channels, natural drainage channels, overflow swales, creeks, rivers, and lakes.

It is the purpose of this report to present short range and long range plans for the development and construction of facilities to meet the needs of the population and to

make recommendations concerning the implementation of those plans. It should be noted than any plan is subject to change with changing economic and growth conditions, and frequent evaluations should be made in order to prevent the plan from being outdated. Revisions, additions, and deletions should be made as conditions warrant.

STORM DRAINAGE INVENTORY

The storm drainage system of Leonard currently consists of a system of open gutters, ditches, and numerous culverts. These facilities carry storm water run-off within Leonard to the eventual terminus outside the city limits. The City is currently affected by the Boney Creek and Arnold Creek Drainage areas. Rain that falls in Leonard flows southerly into Boney and Arnold Creeks. No Flood Hazard Maps are available inside the City Limits of Leonard. To date, the only drainage study prepared for the Leonard area is the U.S. Department of Housing and Urban Development's Federal Insurance Administration Flood Insurance Rate Maps for Fannin County, which has an effective date of November 8, 1977. It should be noted that the City has passed a Flood Damage and Prevention Ordinance and is in the

process of development of a flood hazard map. Additionally, residents of the City can now obtain flood insurance. Ordinance No. 051005-B was approved on May 10, 2005

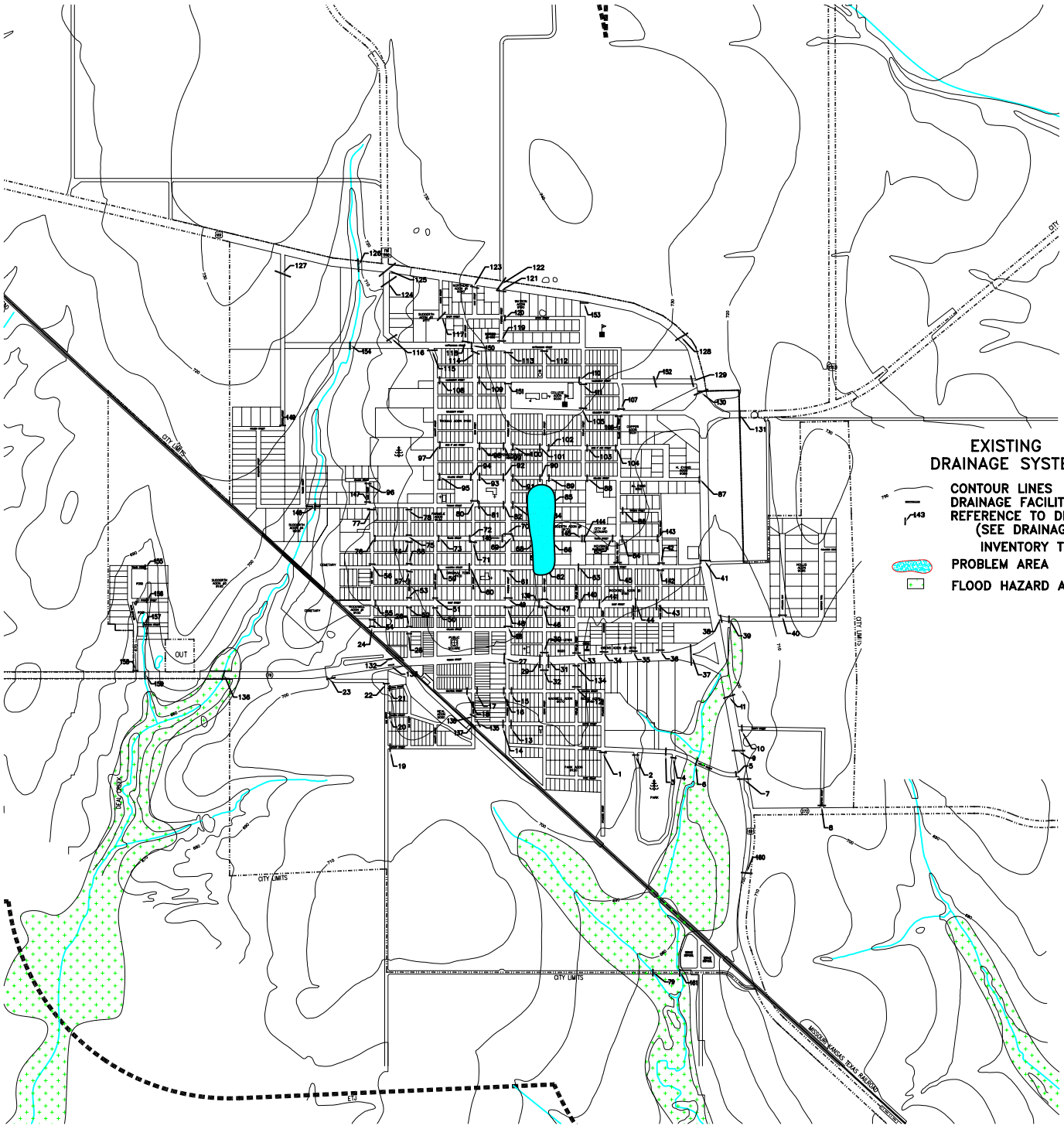
In 2006 the City's existing storm water facilities were catalogued. They are detailed in Table 9 and graphically shown in Figure 12. The approximate length, size and type of every public drainage structure has been identified. All drainage in Leonard is currently surface oriented.

TABLE 9

CITY OF LEONARD

EXISTING STRUCTURE INVENTORY

NO.	SIZE	APPROX. LENGTH	TYPE	REMARKS
1	12"	46'	CMP	¾ PLUGGED & WEEDS
2	18"	40'	CMP	¼ PLUGGED, WEEDS
3	45"	40'	CMP	HOLES IN TOP SIDE OF CULVERT & ELEVATED
4	36"	36'	CMP	-
5	22"	35'	RCP	WITH FLUME



EXISTING DRAINAGE SYSTEM

- CONTOUR LINES
- DRAINAGE FACILITY
- REFERENCE TO DRAINAGE STRUCTURE (SEE DRAINAGE STRUCTURE INVENTORY TABLE)
- PROBLEM AREA
- FLOOD HAZARD AREA

CITY OF LEONARD

LEGEND

- CITY PARK
- WATER TOWER
- CITY HALL
- SCHOOL
- FLOOD HAZARD AREA

(FIRM MAP COMMUNITY PANEL NO. 480867 0010 A & FIRM MAP COMMUNITY PANEL NO. 480867 0011 A & FIRM MAP COMMUNITY PANEL NO. 48231C0425 D)
TOPOGRAPHY BASED ON USGS MAPS

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JULY, 2006

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6	2 - 60"	34'	CMP	-
7	36"X26"	53'	BOX	HEADWALL
8	12"	24’	RCP	10% PLUGGED
9	6'x3'	50'	BOX	HEADWALL
10	16"	32'	RCP	¼ PLUGGED, WEEDS, HEADWALL
11	3’X5’	51'	BOX	HEADWALL
12	15"	22'	CMP	⅓ PLUGGED
13	24"	36'	RCP	⅛ PLUGGED & WEEDS
14	2 - 24"	34'	CMP	WEEDS
15	21"	38'	CMP	10% PLUGGED & WEEDS
16	24"	38'	CMP	-
17	15"	41'	CMP	½ PLUGGED, DAMAGED ENDS, WEEDS
18	24"	49'	CMP	½ PLUGGED, DAMAGED ENDS, EXPOSED IN STREET
19	16"	33'	RCP	½ PLUGGED, HEADWALL
20	15"	19'	CMP	100% PLUGGED
21	15"	23'	CMP	100% PLUGGED
22	18"	34'	CMP	100% PLUGGED
23	18"	65'	RCP	40% PLUGGED, HEADWALL
24	18"	23'	CMP	-
25	18"	31'	CMP	¼ PLUGGED, DAMAGED ENDS, WEEDS
26	18"	32'	CMP	100% PLUGGED, DAMAGED ENDS, WEEDS
27	21"	49'	CMP/RCP	¼ PLUGGED, WEEDS, RUSTING OUT
28	15"	39'	CMP	½ PLUGGED

29	18"X24"	76'	CMP	½ PLUGGED
30	18"X24"	62'	RCP	75% PLUGGED, CEMENT CHUNK
31	18"X24"	70'	RCP	¾ PLUGGED
32	18"X24"	62'	RCP	100% PLUGGED
33	20"X48"	25'	BOX	½ PLUGGED, WEEDS, HEADWALL
34	18"	24'	CMP	½ PLUGGED
35	18"	40'	CMP	½ CRUSHED & DEBRIS
36	18"	24'	CMP	50% PLUGGED, WEEDS
37	28"X30"	66'	BOX	HEADWALL, EROSION AROUND
38	18"	38'	CMP	-
39	30"	38'	CMP	BELOW GROUND LEVEL 1'
	48”	38’	CMP	-
40	9"	40'	CMP	100% PLUGGED, GRADING HAS COVERED
41	48"X48"	49'	BOX	-
42	15"	27'	RCP	½ PLUGGED, WEEDS
43	12"	21'	RCP	75% PLUGGED, WEEDS
44	15"	23'	RCP	90% PLUGGED
45	12"	24'	RCP	75% PLUGGED
46	18"	20'	RCP	100% PLUGGED
47	18"	20'	RCP	½ PLUGGED, WEEDS
48	18"	32'	CMP	⅓ PLUGGED, HEADWALL, DEBRIS
49	18"	37'	CMP	½ PLUGGED, WEEDS, DEBRIS
50	12"	50'	RCP/CMP	½ PLUGGED
51	12"	40'	RCP	½ PLUGGED

52	12"	43'	CMP	¼ PLUGGED
53	15"	34'	CMP	¼ PLUGGED
54	24"	24'	CMP	¼ PLUGGED
55	18"	32'	RCP	⅓ PLUGGED, WEEDS
56	12"	17'	RCP	90% PLUGGED/DAMAGED ENDS/ WEEDS
57	14"	39'	RCP	½ PLUGGED
58	15"	35'	CMP	¾ PLUGGED, WEEDS
59	15"	40'	CMP	¼ PLUGGED
60	12"	22'	RCP	⅓ PLUGGED
61	24"	40'	CMP	¼ PLUGGED, HEADWALL
62	36"	20'	CMP	10% PLUGGED
63	64"	28'	CMP	-
64	12"	29'	RCP	100% PLUGGED, DAMAGED END
65	12"	40'	RCP	½ PLUGGED, GRASS
66	18"	29'	CMP	¼ PLUGGED, WEEDS, RUSTING OUT
67	18"	30'	CMP	DAMAGED END, VEGETATION
68	24"	28'	RCP	DAMAGED END, VEGETATION
69	18"	24'	CMP	¼ PLUGGED
70	18"	34'	CMP	½ PLUGGED, CRUSHED
	18"	41'	RCP	20% PLUGGED, ENDS SEPARATED
71	18"	30'	CMP	½ PLUGGED, WEEDS, ROCKS
72	15"	21'	RCP	¾ PLUGGED
73	18"	26'	CMP	¼ PLUGGED, CRUSHED END
74	15"	31'	CMP	100% PLUGGED

75	15"	32'	CMP	90% PLUGGED
76	12"	24'	CMP	100% PLUGGED, WEEDS
77	18"	24'	RCP	¼ PLUGGED
78	18"	24'	CMP	¾ PLUGGED, DAMAGED END
79	36"	25'	CMP	VEGETATION, ELEVATED
80	15"	24'	RCP	½ PLUGGED
81	12"	22'	RCP	80% PLUGGED
82	18"	24'	RCP	10% PLUGGED
83	12"	24'	CMP	⅓ PLUGGED, END CRUSHED
84	18"	24'	RCP	90% PLUGGED, WEEDS
85	18"	29'	CT	½ PLUGGED, WEEDS
86	12"	32'	RCP	100% PLUGGED
87	18"	42'	RCP	HEADWALL
88	24"	33'	CMP	-
89	15"	20'	CMP	¾ PLUGGED
90	15"	20'	CMP	¾ PLUGGED
91	12"	24'	RCP	¾ PLUGGED, WEEDS
92	12"	20'	RCP	¾ PLUGGED
93	10"	24'	RCP	½ PLUGGED, DAMAGED END
94	12"	24'	RCP	100% PLUGGED
95	15"	25'	RCP	100% PLUGGED, LEAVES
96	12"	30'	CMP	½ PLUGGED, CRUSHED
97	15"	27'	CMP	¾ PLUGGED
98	12"	21'	RCP	½ PLUGGED

99	18"	23'	CMP	10% CRUSHED
100	12"	20'	RCP	30% PLUGGED
101	12"	20'	RCP/CMP	¼ PLUGGED, DAMAGED END
102	12"	20'	RCP	½ PLUGGED
103	15"	24'	CMP	90% PLUGGED, CRUSHED
104	12"	22'	CMP	100% PLUGGED, CRUSHED
105	18"	29'	CMP	100% PLUGGED, WEEDS
106	18"	35'	CMP	100% PLUGGED
107	18"	35'	RCP	½ PLUGGED
108	15"	22'	RCP	30% PLUGGED
109	12"	20'	RCP	½ PLUGGED
110	15"	30'	CMP	½ PLUGGED
111	18"	30'	CMP	10% PLUGGED
112	18"	31'	CMP	HEADWALL
113	24"	26'	CMP	50% PLUGGED
114	18"	27'	RCP	DROP INLET WITH POOR GRATE, ½ PLUGGED
115	24"	54'	RCP	RUSTING
116	36"	60'	CMP	-
117	18"	38'	CMP	-
118	24"	31'	CMP	HEADWALL
119	36"	24'	RCP	20% PLUGGED, WEEDS
120	18"	38'	CMP	20% PLUGGED, DAMAGED END
121	18"	61'	CMP	15% PLUGGED
122	24"X60"	98'	RCP	-

123	30"	40'	CMP	-
124	3'X6'	36'	RCP	-
125	3'X7'	99'	RCP	-
126	6'X10'	70'	RCP	WEEDS
127	18"	30'	CMP	¼ PLUGGED, WEEDS
128	18"X48"	78'	BOX	40% PLUGGED, WEEDS
129	2 - 18"	47'	RCP	-
130	30"X72"		BOX	10% PLUGGED, WEEDS
131	30"	60'	CMP	10% PLUGGED, WEEDS
132	6”	8'	CURB INLETS	UNDER RAILROAD
133	6”	8'	CURB INLETS	UNDER RAILROAD
134	1'X2'		BOX	100% PLUGGED
135	24"	40’	CMP	¼ PLUGGED, WEEDS
136	10'X10'	40’	BOX	STANDING WATER, VEGETATION
137	24”	55’	CMP	50% PLUGGED, WEEDS
138	2 – 24”	35’	CMP	100% PLUGGED
139	12”	35’	CMP	¾ PLUGGED
140	2 – 36”	36’	CMP	10% PLUGGED, DEBRIS
141	12”	35’	CMP	100% PLUGGED
142	12”	27’	CMP	-
143	12”	30’	RCP	85% PLUGGED
144	24”	35’	CMP	DAMAGED END
145	18”	35’	CMP	50% PLUGGED, DAMAGED, CRUSHED
146	18”	24’	RCP	¼ PLUGGED

147	12”	30’	CMP	-
148	20’		BRIDGE	HEAVY VEGETATION
149	12”	25’	CMP	100% PLUGGED
150	12”	35’	CMP	-
151	12”	26’	CMP	10% PLUGGED, HEADWALL
152	18”	47’	RCP	5% PLUGGED, ROCKS ON S. SIDE
153	12”	61’	RCP	HEADWALL
154	20’	20’	SLAB BRIDGE	VEGETATION
155	30”	25’	CMP	HEADWALL
156	18”	25’	CMP	HEADWALL
157	18”	25’	CMP	-
158	18”	40’	CMP	-
159	6’X6’		BOX	HEADWALL, VEGETATION
160	30”	60’	RCP	HEADWALL
161		25’	BRIDGE	STANDING WATER, VEGETATION

RCP = REINFORCED CONCRETE PIPE BOX = BOX CULVERT CI = CAST IRON

CMP = CORRUGATED METAL PIPE

STORM DRAINAGE ANALYSIS

At present, the City of Leonard does not have an underground storm drainage system.

Instead, storm water drainage is carried on the surface within bar ditches, gutters and well-defined unimproved drainage channels. The flooding problems that occur in Leonard are not associated with flooding creeks but with man-made bar ditches and culverts when rain water flows off adjacent properties and follow the natural topographical lay of the City.

Over the years, the bar ditches have become choked with silt and have lost their capacity to carry water. In many instances the streets are actually higher than the surrounding properties. Water has no where to go except toward homes. Additionally, after rains have subsided, water is left standing in intersections and yards of homes. This water is a breeding ground for mosquitoes and a visual blight on the city. Additionally, manmade structures such as the street pattern do not lend themselves to adequate drainage since these facilities exist perpendicular to the natural flow lines.

In order to remedy these problems, the following action is recommended:

1) existing bar ditches should be cleared of silt and reshaped,
2) new bar ditches should be constructed where needed,
3) existing channels should be cleared of silt and vegetation,

In an attempt to identify problems and make needed recommendations, a complete inventory of drainage facilities within the City of Leonard was made. As a result, a total of 161 facilities have been identified. Of this number, 99 are one-quarter or more blocked with siltation, crushed or can be characterized as overgrown with vegetation (see Table 9 under "Remarks").

To implement needed improvements, the following actions should be taken:

1) existing culverts which are blocked with silt should be cleaned out when possible,
2) when siltation is beyond removal and pipes are collapsed beyond repair, new culverts should be installed,
3) new culverts should be constructed where needed,
4) drainage ways should be reshaped and cleaned, and

In regard to the drainage facilities of Leonard problems with culverts were identified city wide. Over 61 percent are at least 25 percent plugged and need immediate maintenance. For this reason, it is recommended that improvements be made to increase the capacity of these existing facilities to expedite run-off past these areas to

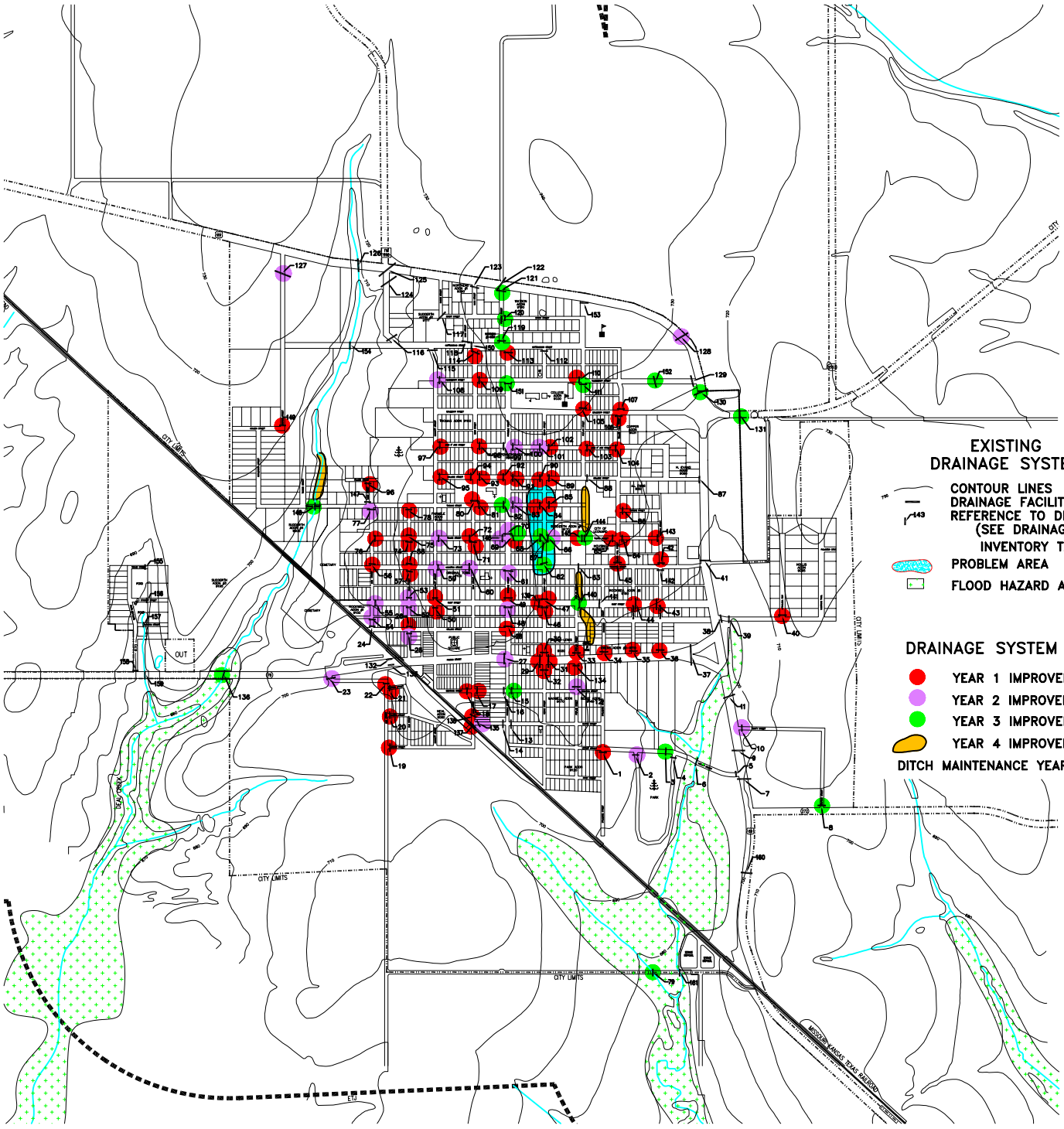
the natural drainage ways. This lack of maintenance causes localized flooding along most streets, however no homes are being inundated with water due to culvert siltation.

STORM DRAINAGE PLAN

As part of this Study, a Five-Year Action Plan listing priorities, estimated costs, and possible funding sources has been developed and presented. The physical aspects of the plan are also graphically presented in Figure 13. The goal of this plan is to effectively transport storm water run-off downstream in a manner which minimizes damage to property and inconvenience to residents.

First Year

The first year of the Five-Year Action Plan should include improvements to the following specific facility numbers 1, 17, 18, 19, 20, 21, 22, 26, 28, 29, 30, 31, 32, 33, 34, 35, 36, 40, 42, 43, 44, 45, 46, 47, 49, 50, 51, 56, 57, 58, 64, 65, 69, 71, 72, 74, 75, 76, 78, 80, 81, 84, 85, 86, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 102, 103, 104, 105, 106, 107, 109, 110, 113, 114, 134, 137, 138, 139, 141, 143, 145, and 149. . It is recommended that improvements be made to these culverts to increase the water carrying capacity. The



EXISTING DRAINAGE SYSTEM

- CONTOUR LINES
- DRAINAGE FACILITY
- REFERENCE TO DRAINAGE STRUCTURE (SEE DRAINAGE STRUCTURE INVENTORY TABLE)
- PROBLEM AREA
- FLOOD HAZARD AREA

DRAINAGE SYSTEM PLAN

- YEAR 1 IMPROVEMENTS
- YEAR 2 IMPROVEMENTS
- YEAR 3 IMPROVEMENTS
- YEAR 4 IMPROVEMENTS

DITCH MAINTENANCE YEAR 5

CITY OF LEONARD

LEGEND

- CITY PARK
- WATER TOWER
- CITY HALL
- SCHOOL
- FLOOD HAZARD AREA

(FIRM MAP COMMUNITY PANEL NO. 480867 0010 A & FIRM MAP COMMUNITY PANEL NO. 480867 0011 A & FIRM MAP COMMUNITY PANEL NO. 48025C0025 D)
TOPOGRAPHY BASED ON USGS MAPS

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cost of the first year project will be approximately $21,600. This cost could be reduced if people required to perform community service are used to clean out existing plugged facilities that are not damaged or deteriorated.

Second Year

The second year of the Five-Year Action Plan should include improvements to the following specific facility numbers 2, 10, 12, 23, 25, 27, 48, 52, 53, 54, 55, 59, 60, 61, 66, 70, 73, 77, 83, 100, 101, 108, 127, 128, 135, and 146. It is recommended that improvements be made to these culverts to increase the water carrying capacity. The cost of the second year project will be approximately $5,200. This cost could be reduced if people required to perform community service are used to clean out existing plugged facilities that are not damaged or deteriorated.

Third Year

The third year of the Five-Year Action Plan should include improvements to the following specific facility numbers 3, 8, 15, 62, 67, 68, 79, 82, 111, 119, 120, 121, 130, 131, 136, 140, 144, 148, 151, and 152. It is recommended that improvements be made to these culverts to increase the water carrying capacity. The cost of the third

year project will be approximately $3,500. This cost could be reduced if people required to perform community service are used to clean out existing plugged facilities that are not damaged or deteriorated.

Fourth Year

To facilitate the movement of storm water in the major drainage ways they need to be clear of vegetation that slows storm runoff. Several channels in Leonard need to be address.

The anticipated cost of this activity is $12,000.This cost could be reduced if people required to perform community service are used to clean out existing plugged channels.

Fifth Year

To enable existing and proposed drainage facilities to carry the maximum possible flow without entering into a major capital improvement program, a ditch maintenance program should be initiated. This program should include reworking and deepening existing bar ditches and cleaning out or replacing deteriorated and silted culverts. After the initial improvements, the process should be continued by undertaking a periodic maintenance program which would include removal of debris, mowing of bar ditches

and minor culvert repair. The approximate cost for this program is $3.75/linear foot, excluding driveway drain pipe. A significant portion of this cost can be offset by participating with local governmental units and the Wise County judicial system by using labor from individuals who are required to perform community service.

Following implementation of improvements of the Five-Year Action Plan, the City of Leonard should continue it's established program of bar ditch and channel maintenance. Not only will this assist with water control, mosquito infestation will be brought under control, the area will be visually enhanced. A drainage ordinance will also ensure that future development will not adversely impact existing development. If all of the proposed improvements outlined in the Storm Drainage Plan are implemented, major drainage problems facing the City should be resolved.

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INTRODUCTION

The Capital Improvement Program is a five-year expenditure plan providing the City with a comprehensive view of major facility needs and financing strategies. It is both a funding strategy, in part dictated by the various restrictions on funding sources, and a program plan reflecting the City's priorities. The majority of funds within the Capital Improvement Program are restricted for use and are not available to offset the operating expenses.

The CIP examines the infrastructure and capital needs of the City for the next five years. The CIP should be reviewed and updated on an annual basis to reflect the changing needs of the community and changes in available funding for financing capital projects. The CIP should be considered as a financial planning tool that lists the City's capital improvement projects, and schedules the projects for funding and implementation. The CIP should also be considered one of the primary policy-making instruments utilized by the Mayor and City Council.

The City finances capital improvements primarily on a pay as you go basis utilizing revenue from the general fund and operating revenues from and Water & Sewer Fund. Long-term debt is considered and utilized only for projects that are of such dimension as to warrant a bond issue.

Projects are identified and funded taking into consideration government imposed mandates, usefulness to the community, and affect on operational expenses. Projects which have a total cost of $ 25,000 or more should be included in the CIP Projects in the CIP may include the following:

obligations for labor, materials, and contractors involved in completing a project, acquisition of land or structures, engineering or architectural services, and other professional services, expenses for City vehicles and equipment used on construction projects, renovating or expanding City facilities and grounds, significant maintenance or repair cost extending useful lives or facilities.

The Capital Improvements Program is the City's recurring commitment for the planning and design to upgrade, expand and/or construct new buildings, parks, grounds, open space, streets, and sewers. The intent of CIP is to serve as a guide in the provision of new facilities; to meet the increasing demands for Capital Improvements created by outdated facilities, growth and ever-changing building codes and methods in the industry. CIP should continue with its primary goal in assisting to define City Government and Community goals and policies that will eventually lead to their implementation.

WHAT IS A CAPITAL IMPROVEMENT?

Capital Improvements are major projects undertaken by the City that are generally not recurring and are either: 1) any project, facility, or equipment that will cost $25,000 or more and last longer than five (5) years; or 2) Long-range plans or studies of capital projects, facilities or equipment that will cost $4,000 or more. The capital improvement program is reviewed in conjunction with the annual operating

budget, but is not dependent upon it since the funds for capital improvements come from the Capital Replacement monies that are appropriated each year in the annual budget. However, the capital improvement should be reviewed each year and revised as necessary which will also change the Five Year Capital Improvement Program.

PRIORITY SCHEMES

There are various rating schemes available for establishing capital improvements priorities. The following set of standards is briefly mentioned for evaluation of the capital improvements program. The standards discussed here are based on rating systems used in most cities with minor variations:

1. **Mandatory** or essential projects are activities needed to protect life and health of the community. Projects classified under this category are projects of the highest priority.

2. **Necessary** capital improvements are projects which are necessary for the convenience and conservation of endangered resources or for the completion of partially completed projects. Projects of this type include improvements which are considered necessary for a progressive growing community and for problems that do not endanger life or public health.

3. **Desirable** capital improvements are projects which protect property, replace obsolete facilities, reduce operating costs and add to the attractiveness of the community. Projects of this type are not considered absolutely necessary and may be deleted from the capital improvements program.

4. **Deferrable** projects are capital improvements of the lowest priority which can be postponed or eliminated from the capital improvements program because of questions over cost, timing, or need.

FINANCIAL ANALYSIS

The City of Leonard has many sources of income. Typical for Texas municipalities, user/utility fees, ad valorem taxes, franchise taxes, and sales taxes are the more predominant forms of income. In Leonard, the revenues of the general fund and the proprietary fund (water and sewer) have a significant split in amounts as shown in Figure 14. The proprietary fund revenue of Leonard is 43 percent of the total revenues while the general fund accounts for 57 percent. The General Fund Revenue components are shown in Figure 15. Major components of the General Fund include ad valorem taxes at 41 percent, sales tax at 15 percent, franchise fees at 10 percent, charges for services at 19 percent, fines at 5 percent and all others combined at 10 percent. The following Table 10 indicates the past three complete financial statement's revenues for the General Fund and Proprietary (Water and Wastewater).

TABLE 10

CITY OF LEONARD

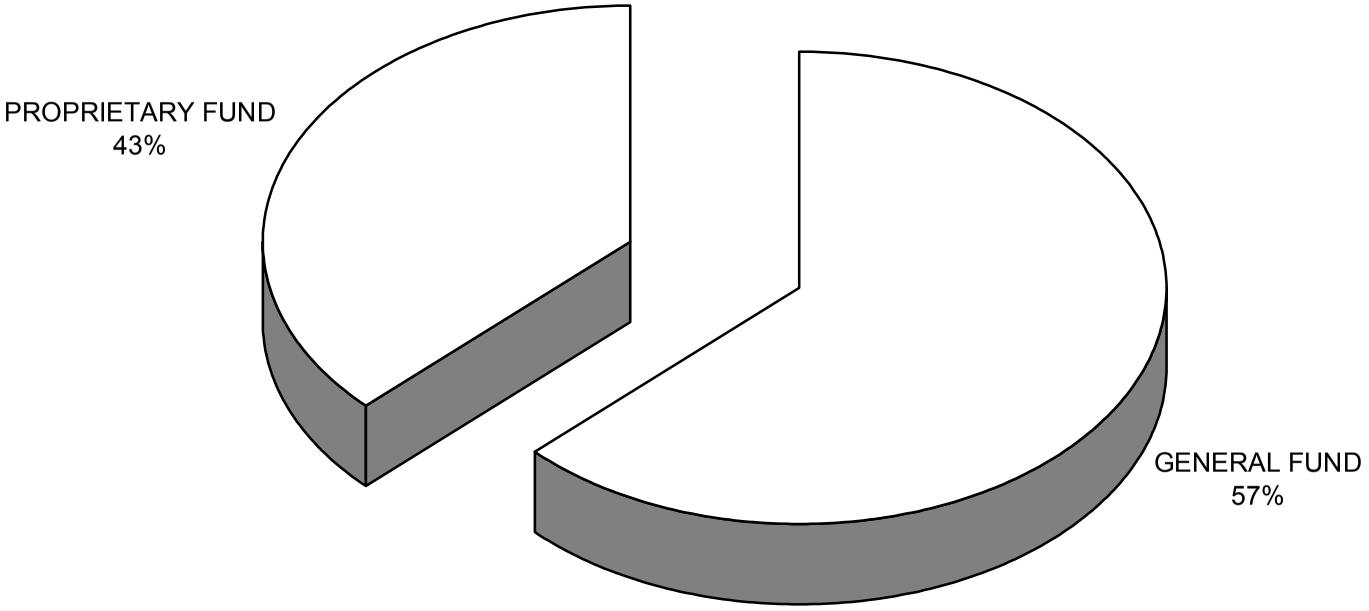
REVENUES BY FUND

	2003	2004	2005
General Fund	$ 888,679	$ 868,171	$ 850,756
Enterprise Fund	$ 458,999	$ 474,825	$ 504,167
Totals	$ 1,347,678	$1,342,996	$ 1,354,923

The City of Leonard prepares annual budgets as required by law and sound management. Budgets are important as they provide an effective tool for

FIGURE 14

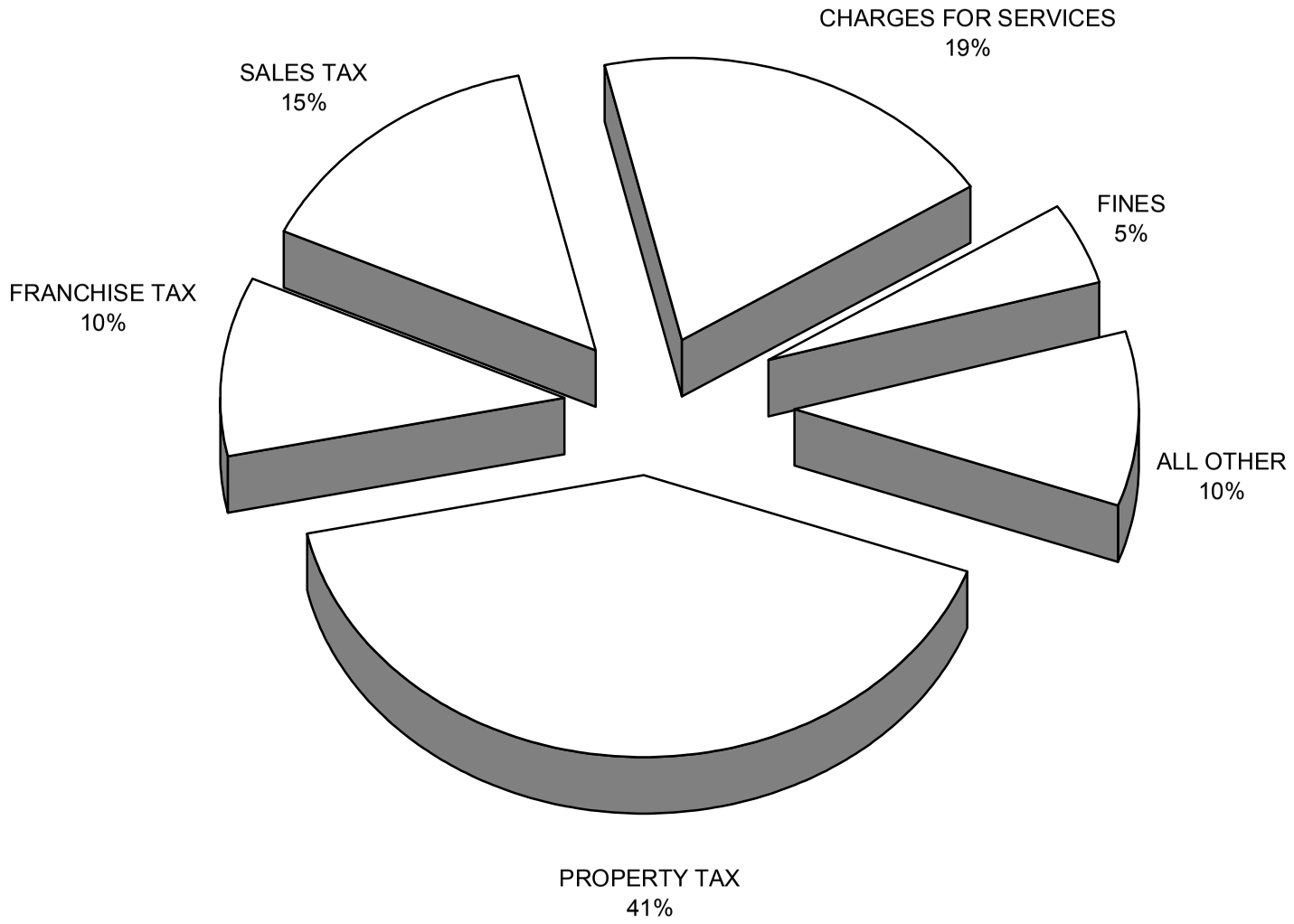
CITY OF LEONARD
AUDIT REVENUES 2005



SOURCE: 2005 LEONARD AUDIT

FIGURE 15

CITY OF LEONARD
GENERAL FUND REVENUES



SOURCE: 2005 LEONARD AUDIT

management and policy decisions. With careful consideration and thorough planning, budgets assist the City in tracking its finances, costs, and most importantly, whether or not a particular operation is losing money or is in the black.

The City of Leonard has a total indebtedness of $1,117,271 including principal and interest. This indebtedness is made up primarily of time warrants and loans payable. For a review of all City indebtedness and future annual repayment schedules, Table 11 has been prepared.

TABLE 11

CITY OF LEONARD
INDEBTEDNESS(PRINCIPLE AND INTEREST)

YEAR	PRINCIPAL	INTEREST	TOTAL
2006	$ 75,219	$ 48,384	$ 123,603
2007	$ 64,045	$ 44,365	$ 108,410
2008	$ 59,835	$ 40,496	$ 100,331
2009	$ 63,672	$ 36,659	$ 100,331
2010	$ 214,794	$ 31,889	$ 246,683
2011	$ 38,963	$ 20,222	$ 59,185
2012	$ 41,334	$ 17,851	$ 59,185
2013	$ 43,957	$ 15,228	$ 59,185
2014	$ 46,699	$ 12,486	$ 59,185
2015	$ 49,616	$ 9,569	$ 59,185
2016	$ 52,701	$ 6,484	$ 59,185
2017	$ 56,023	$ 3,162	$ 59,185
2018	$ 10,799	$ 1,010	$ 11,809
2019	$ 11,444	$ 365	$ 11,809
TOTAL	$ 829,101	$ 288,170	$ 1,117,271

An important factor regarding debt is the ability to repay. This ability is affected by the overlapping debt and overlapping effective tax rate of all taxing

authorities. The residents of the City of Leonard are faced with an overlapping tax rate of $2.81426/$100. The Values are broken down in Table 12. These rates are slightly higher than many other overlapping tax rates in the Texoma Region of the State.

TABLE 12

CITY OF LEONARD

OVERLAPPING TAX RATE

Taxing Authority	Tax Rate
City	$0.740/$100
Fannin County	$0.570200/$100
Leonard ISD	$1.519550/$100
Total	$2.82975/$100

RECOMMENDED STANDARDS OF DEBT LIMITATIONS

A money manager of today has many factors to consider before issuing new debt for its municipality. The first of these considered factors must be the

entity's current level of debt and its ability to finance additional indebtedness. While reviewing the City's debt, certain statistical information is worth reviewing. This includes: (1) the total debt as a percent of the total market value of all taxable property; (2) the per capita indebtedness; (3) the debt to household ratio; and (4) a comparison of the annual debt service requirement against the annual revenues. Generally, the total debt as a percent of the total market value of all taxable property, Number 1 above, should not exceed ten percent. Cities with debts nearing or exceeding ten percent of the taxable property should be very careful of increasing their debt as their financial ability to repay will be extremely lessened. A rate of six percent may be considered a more conservative rate in order to promote a more conservative/traditional debt policy. With regards to Number 2, per capita bonded indebtedness, the upper limits should not exceed $2,000 of debt per capita. A lower, more conservative fiscal policy might call for a maximum per capita rate of $1200-$1400. With regards to Number 3 above, debt to household ratio, an acceptable range would be between $1,500-$2,000. With regards to Number 4 above, the annual debt service should not exceed 20 percent of annual revenues.

The 2006 total assessed valuation of all taxable property was $51,419,962. The total indebtedness (principle and interest) is $1,117,271. Therefore, the indebtedness represents 2.2 percent of the total value of taxable property in the City. This rate is lower the 10 percent maximum.

Based on the 2005 population estimate of 2,122 the per capita indebtedness of principle and interest in Leonard is $527 per capita. In other words, every man, woman, and child in the City is responsible for approximately $527 of City debt. This statistic is well below the recommended standard of $2,000 per capita.

The debt to household ratio using the housing survey count of 774 (excludes group quarters and vacant units) occupied housing units would put the ratio at $1,444 per household. This means that each household in Leonard is responsible for approximately $1,444 of City debt.

The annual debt service (approximately $123,000 per year) makes up approximately 9.01 percent of the total annual revenues. This number is below the maximum 20 percent recommended.

The City of Leonard has had a practice of financing improvements through the use of time warrants, bank loans, using a pay-as-you-go method, and by leveraging local funds by securing grant funds. It is recommended that the City continue to apply for grant funds through the Office of Rural Community Affairs to leverage local funds and to continue using a pay-as-you-go method of financing. The City has used this option in the past effectively. Leonard has capacity available under the above stated debt level indicators to assume addition debt load. It should be noted that Leonard is growing and the ability to take on more debt is improving.

The 70th Texas Legislature passed Senate Bill 336 regulating various types of

utility fees, defined in the legislation as "**impact fees**". Such fees included traditional impact (or capital recovery) fees, but also lot, acreage, frontage and other typical utility fees. Impact fees also include "contributions in aid of construction" such as off-site approach main dedications. The legislation laid out very specific requirements for the technical development of such fees as well as the procedures necessary for enactment of such fee programs. SB 336 is incorporated with the Texas Local Government Code as Chapter 395 as it was amended by the 71st Legislature effective August 28, 1989. Chapter 395 authorizes municipalities and certain special districts to impose impact fees against new development. An impact fee is a form of development exaction, which may be defined as a contribution of land, improvements or money imposed as a condition of development approval in order to mitigate the impacts of the development project.

These impact fees should be established to pay for many of the capital improvements needed in the future for Leonard.

CAPITAL NEEDS LIST

Several Meetings were held with the City staff in regard to needed improvements. Based upon the Meetings and knowledge of the City's infrastructure capital needs lists were prepared to outline needed capital improvements. These lists were finalized at a meeting with city officials in August of 2006. The lists were prepared to identify general priorities to be accomplished by the City of Leonard during the planning period's five year

working plan. The capital needs list is divided into improvements to the wastewater and water systems, and miscellaneous improvements. Tables 13 through 16 outline the needed improvements.

TABLE 13

CITY OF LEONARD

WATER SYSTEM CAPITAL NEEDS LIST

PRIORITY*	PROJECT	LOCATION
M	This projedt replaces several water lines as follows:	
	Griffitt Street	Cottonwood North to existing 8 Inch line
	West of Short & Parks St. Int.	Parks to Connett
	This project will cost approximately $52,000.	
N	This project replaces several water lines as follows:	
	Cedar Street	Collins to Houston
	Hunt Street	Cedar to Parmele
	Houston Street	Cedar to Main
	Estimated cost of this project will be $82,000.	

N This project replaces several water lines as follows:

Fannin Street	Cedar to Pecan
Alley North of Collins	Main to Elm
Connett Street	Alley north of Collins to Alley north of College
Travis Street	Connett to Elm
Thomas Street	Connett to Elm

This project will cost approximately $130,000.

D This project recommends Building a ground storage tank and replace several water lines as follows:

Locust Street	Sycamore to S.H. 69
S.H. 69	Locust to Trinity
Ground Storage Tank	Near water tower

This project will cost approximately $205,000.

Z This project loops water lines for future development and to provide better water service in western and southern Leonard as follows:

New r.o.w.	End of Cedar south to city limits

Along south city limits	New line west to Oak Street
Oak Street	New line to Austin
New r.o.w.	Westlake to Thomas

This project will cost approximately $305,000.

M - Mandatory N - Necessary D - Desirable Z - Deferrable

TABLE 14

CITY OF LEONARD

WASTEWATER SYSTEM CAPITAL NEEDS LIST

PRIORITY*	PROJECT	LOCATION
M	This project construction activities include the replacement several wastewater lines as follows:	
	Popular Street	Locust to Alley north of Hunt
	Alley North of Hunt	Popular to Cedar
	Cedar Street	Alley North of Hunt to Alley North of Travis

The cost of this project is approximately $138,000

M The City plans to carry out an extensive smoke testing study of the community in an effort to identify the continuing sources of inflow and infiltration (I & I) in yard lines and the sewer main collection system.

After a thorough engineering analysis of the study, plans and specifications will be drawn. Once the engineering plans and specification are completed, the city plans to replace the old clay tile sewer mains and yard lines and brick and mortar manholes with new PVC pipe and concrete manholes. In addition, the City will install three back-up generators to insure that during times of power outages that the lift stations and the wastewater treatment plant (WWTP) remain in operation. Construction Budget.00, Federal and Local Funds.

The cost of this project is approximately $429,092

D This project is to construct a section of wastewater line from the treatment plant westerly along South city limits to provide incentives for economic development for a potential industrial park and start an overall development of the western area of Leonard.

The cost of this project is approximately $162,000

Z This project is to install a lift station on Deal Creek and a force main from lift station to Oak Street.

The estimated cost of this project is $183,000.

Z This project project is extend a gravity trunk line northward from third

priority improvement to 80 gpm lift station north of S.H. 78 and a gravity line from Deal Creek to 150 gpm lift station near cemetery. This project will replace 3 existing lift stations.

The anticipated cost of this project is $305,000

Z This project is the construction of a new wastewater main from priority four northward to S.H. 69 and the construction of a lift station, force main and gravity line to serve future development in the eastern edge of Leonard's planning area.

The anticipated cost of this project is $650,000.

M – Mandatory N – Necessary D - Desirable Z - Acceptable

TABLE 15

CITY OF LEONARD

STREETS CAPITAL NEEDS LIST

D Street System Improvement Project — The proposed project includes pulverizing and re-compacting subgrade of 4,600 l.f. of 20' wide streets with 4" flexible base, and 1" HMAC; pulverize and re-compact subgrade of 700 l.f. of 18' wide streets with 4" flexible base, and 1" HMAC.

Cedar Street	Park Street to Locust Street
Oak Street	Collins Street to Thomas Street
Poplar Street	Park Street to Collins Street
Travis Street	Connett Street to Willard Hall Street

The anticipated cost of this project is $120,366.

D Street System Improvement Project — The proposed project includes pulverizing and re-compacting subgrade of 5,600 l.f. of 20' wide streets with 4" flexible base, and 1" HMAC; pulverize and re-compact subgrade of 600 l.f. of 18' wide streets with 4" flexible base, and 1" HMAC.

Cedar Street	Cottonwood to Hackberry
Cedar Street	Mulberry to Fannin
Oak Street	Grayson to Locust
Elm Street	Grayson to Locust
Austin Street	Oak to Elm
Locust Street	Oak to Main

The anticipated cost of this project is $125,000.

M – Mandatory N – Necessary D - Desirable Z - Acceptable

TABLE 16

CITY OF LEONARD

MISCELLANEOUS CAPITAL NEEDS LIST

PRIORITY* **PROJECT** **LOCATION**

D Streetscape Infrastructure Including Sidewalks Projects

The City will construct approximately 3,800 linear feet of concrete, handicapped accessible sidewalks.

Poplar Street (*west side*)	Hackberry Street to Mulberry Street
Mulberry Street (*north side*)	Poplar StreetParmelee Street
Cedar Street (*west side*)	Mulberry Street to Fannin Street

The anticipated cost of this project is $100,800.

D Streetscape Infrastructure Including Sidewalks Projects

The City will construct approximately 3,000 linear feet of concrete, handicapped accessible sidewalks.

Main Street (*west side*)	Collins Street to Mulberry Street

The anticipated cost of this project is $139,000.

Z Development of a new park in Leonard is anticipated to be $1,100,000 of which the local match would be approximately $550,000 worth of donated land, labor, equipment, materials, and cash since the State maximum is

$500,000 grant at this time for a project total of $1,100,000.

M - Mandatory N - Necessary D - Desirable Z - Deferrable

CAPITAL IMPROVEMENTS PROGRAM (2006-2011)

Each proposed capital improvement project identified in this document, as well as other critical needs outlined by the City of Leonard, were rated based on the preceding section's guidelines. A schedule of improvements for a five-year period was prepared. The schedule includes the estimated costs for improvements, anticipated sources of income, and recommended priority for implementation. The improvements are graphically displayed in Figure 7. The footnotes referencing the possible sources of funds which might be applicable to each of the specific projects are keyed to the following:

(1) Local Leonard City Tax Funds.
(2) Local Leonard Water & Sewer Revenue
(3) City of Leonard Water & Sewer Bonds
(4) Grant through the Texas Community Development Program
(5) Texas Water Development Board (Loan)
(6) Farmer's Home Administration Loan and/or Grant
(7) Texas Capital Fund (Infrastructure Loan)
(8) Developer Participation
(9) Private Donations

(10) Impact Fees

(11) Federal Grants

(12) Economic Development Funds

(13) Texas Parks and Wildlife Grant

First Year Projects

The first priority is to replace several water lines as follows:

Griffitt Street	Cottonwood North to existing 8 Inch line
West of Short & Parks St. Int.	Parks to Connett

This project will cost approximately $52,000.
Funds can be secured through 2.

The City plans to carry out an extensive smoke testing study of the community in an effort to identify the continuing sources of inflow and infiltration (I & I) in yard lines and the sewer main collection system. After a thorough engineering analysis of the study, plans and specifications will be drawn. Once the engineering plans and specification are completed, the city plans to replace the old clay tile sewer mains and yard lines and brick and mortar manholes with new PVC pipe and concrete manholes. In addition, the City will install three back-up generators to insure that during times of power outages that the lift stations and the

wastewater treatment plant (WWTP) remain in operation.

The cost of this project is approximately $429,092
Funds can be secured through 2 and 11.

Streetscape Infrastructure Including Sidewalks Projects. The City will construct approximately 3,800 linear feet of concrete, handicapped accessible sidewalks.

Poplar Street (*west side*)	Hackberry Street to Mulberry Street
Mulberry Street (*north side*)	Poplar StreetParmelee Street
Cedar Street (*west side*)	Mulberry Street to Fannin Street

The anticipated cost of this project is $100,800.

Funds can be secured through 11.

Streetscape Infrastructure Including Sidewalks Projects
The City will construct approximately 3,000 linear feet of concrete, handicapped accessible sidewalks.

Main Street (*west side*)	Collins Street to Mulberry Street

The anticipated cost of this project is $139,000.
Funds can be secured through 11.

Street System Improvement Project — The proposed project includes pulverizing and re-compacting subgrade of 4,600 l.f. of 20’ wide streets with 4” flexible base,

and 1” HMAC; pulverize and re-compact subgrade of 700 l.f. of 18’ wide streets with 4” flexible base, and 1” HMAC.

Cedar Street	Park Street to Locust Street
Oak Street	Collins Street to Thomas Street
Poplar Street	Park Street to Collins Street
Travis Street	Connett Street to Willard Hall Street

The anticipated cost of this project is $120,366.
Funds can be secured through 1 and 4

Second Year Project

The First priority construction activities include the replacement several wastewater lines as follows:

Popular Street	Locust to Alley north of Hunt
Alley North of Hunt	Popular to Cedar
Cedar Street	Alley North of Hunt to Alley North of Travis

The cost of this project is approximately $138,000

Funds can be secured through 1 and 4.

Third Year Projects

Development of a new park in Leonard is anticipated to be $1,000,000 of which the local match would be approximately $500,000 worth of donated land, labor, equipment, materials, and cash since the State maximum is $500,000 grant at this time.

Estimated cost of this project will be $1,000,000.
Funds can be secured through 1, 8, 9, 12 and 13.

Fourth Year Projects

The second priority is to replace several water lines as follows:

Cedar Street	Collins to Houston
Hunt Street	Cedar to Parmele
Houston Street	Cedar to Main

Estimated cost of this project will be $82,000.

Funds can be secured through 2, 3, 4, 5, 8, and 10.

Fifth Year Projects

The fifth priority is to replace several water lines as follows:

Fannin Street	Cedar to Pecan
Alley North of Collins	Main to Elm
Connett Street	Alley north of Collins to Alley north of College
Travis Street	Connett to Elm
Thomas Street	Connett to Elm

This project will cost approximately $130,000.

Funds can be secured through 2, 3, 4, 5, 6, 8, and 10.

Street System Improvement Project — The proposed project includes pulverizing and re-compacting subgrade of 5,600 l.f. of 20' wide streets with 4" flexible base, and 1" HMAC; pulverize and re-compact subgrade of 600 l.f. of 18' wide streets with 4" flexible base, and 1" HMAC.

Cedar Street	Cottonwood to Hackberry
Cedar Street	Mulberry to Fannin
Oak Street	Grayson to Locust
Elm Street	Grayson to Locust
Austin Street	Oak to Elm
Locust Street	Oak to Main

The anticipated cost of this project is $125,000.

Funds can be secured through 11.

TOTAL COST AND ALLOCATION SCHEDULED PER YEAR

The total project cost for all projects in the 2006-2011 CIP Program is $ 3,021,258. Table 17 summarizes the total cost for each year for the 2006-2011 recommended capital improvements projects. Actual cash expenditures may vary depending on funding methods selected and the availability of grants, etc. This Capital Improvement Program includes all identified City Needs.

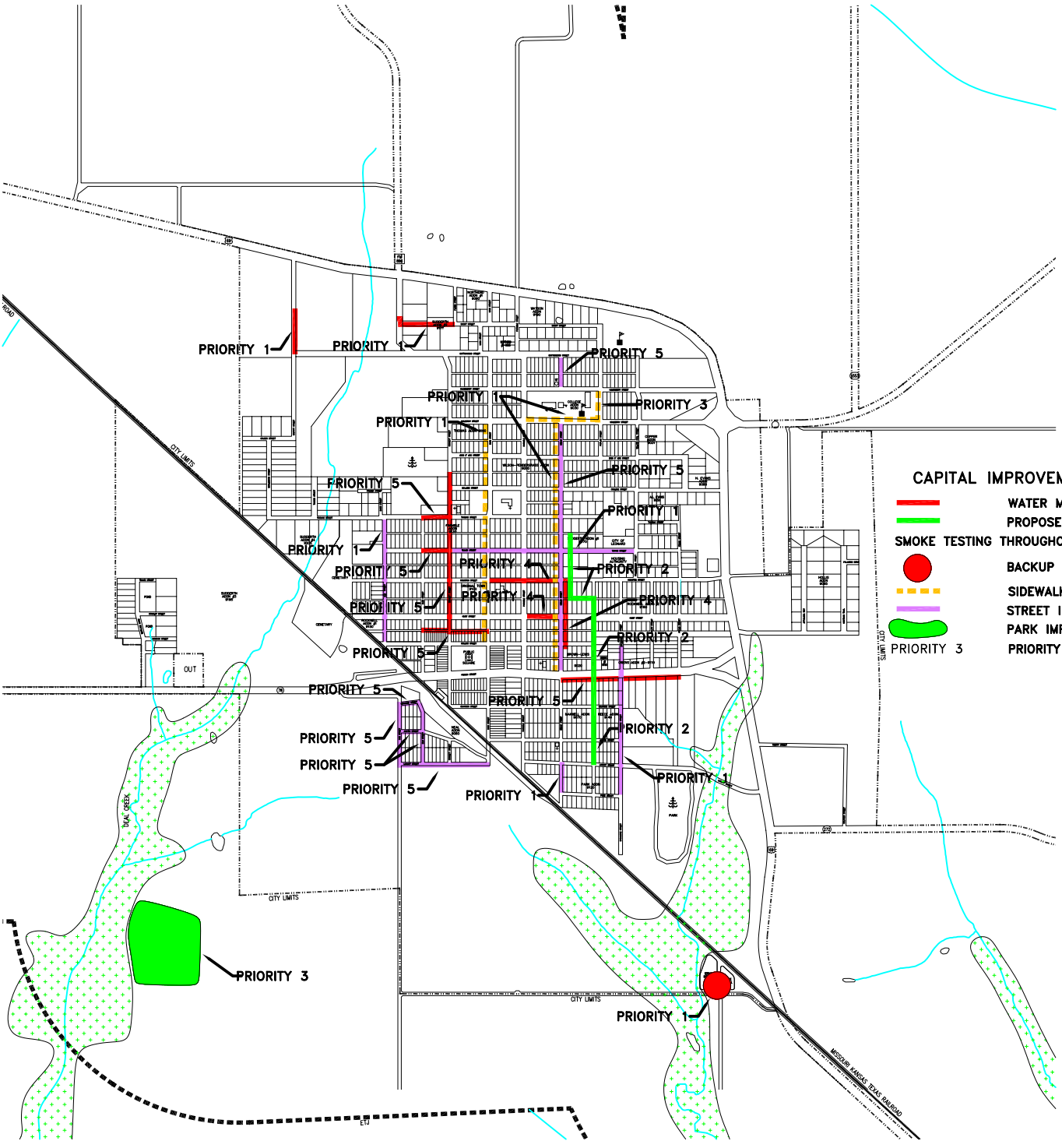
TABLE 17

CITY OF LEONARD

SUMMARY OF 2006-2011 CIP PROGRAM

	2006	2007	2008	2009	2010	2011	
WATER CATEGORY:							
Cip Year 1water line improvements	$ 52,000.00						
*Funds can be secured through 2.							
Cip Year 4 water line improvements							
*Funds can be secured through 2, 3, 4, 5, 8, and 10.				$ 82,000.00			
Cip Year 5 water line improvements					$ 130,000.00		
*Funds can be secured through 2, 3, 4, 5, 8, and 10.							
WASTEWATER CATEGORY:							
CIP Year1 wastewater treatment plant and lines & Smoke testing	$ 100,000.00	$ 329,092.00					
*Funds can be secured through 2, and 11.							
CIP Year 2 of wastewater system		$ 138,000.00					
*Funds can be secured through 1 and 4.							
CIP Year 5 of wastewater system					$ 85,000.00		
*Funds can be secured through 2, 3, 5, 6, 8 and 10							
CIP Year 5 of wastewater system					$ 620,000.00		
*Funds can be secured through 2, 3, 5, 6, 8 and 10							
STREETS CATEGORY:							
CIP Year 1 Streets	$ 120,366.00						
*Funds can be secured through 1 and 4.							
CIP Year 5 Streets						$ 125,000.00	
*Funds can be secured through 1 and 4.							
MISCELLANEOUS CATEGORY:							
CIP Year 1 Street Scape (Sidewalks)	$ 239,800.00						
*Funds can be secured through 11.							
CIP Year 3 Park Improvements			$ 10,000.00	$ 35,000.00	$ 250,000.00	$ 705,000.00	
*Funds can be secured through 1, 8, 9, 12 and 13.							
TOTALS							
*NOTE: NUMBERS INDICATE FUNDING SOURCES.	$ 512,166.00	$ 467,092.00	$ 10,000.00	$ 117,000.00	$ 1,085,000.00	$ 830,000.00	$ 3,021,258.00

(1) Local Leonard City Tax Funds.
(2) Local Leonard Water & Sewer Revenue
(3) City of Leonard Water & Sewer Bonds
(4) Grant through the Texas Community Development Program
(5) Texas Water Development Board (Loan)
(6) Farmer's Home Administration Loan and/or Grant
(7) Texas Capital Fund (Infrastructure Loan)
(8) Developer Participation
(9) Private Donations
(10) Greater Texoma Utility Authority
(11) Federal Grants
(12) Economic Development Funds
(13) Texs Parks and Wildlife Grant



CAPITAL IMPROVEMENTS PLAN

- WATER MAIN IMPROVEMENT
- PROPOSED WASTEWATER MAIN
- SMOKE TESTING THROUGHOUT CITY.
- BACKUP GENERATORS AT WWTP
- SIDEWALK IMPROVEMENT PROJECT
- STREET IMPROVEMENT PROJECT
- PARK IMPROVEMENTS
- PRIORITY 3 — PRIORITY OF IMPROVEMENT

CITY OF LEONARD

LEGEND

- CITY PARK
- WATER TOWER
- CITY HALL
- SCHOOL
- FLOOD HAZARD AREA
  (FIRM MAP COMMUNITY PANEL NO. 480807 0010 A & B
  FIRM MAP COMMUNITY PANEL NO. 480807 0011 A &
  FIRM MAP COMMUNITY PANEL NO. 48231C0025 E)

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