



CHAPTER 7

COMMUNITY FACILITIES & PUBLIC SERVICES

INTRODUCTION

As growth occurs, it is the City's responsibility to determine what influences are at work in order to provide the data necessary to make development decisions. This is even more critical in a community like Pflugerville that is experiencing rapid growth and change. Adequate land allocation for anticipated community facilities is necessary to maintain high levels of service, but also to meet evolving community expectations for those services. As Pflugerville continues to experience development and redevelopment of both residential and nonresidential uses, it becomes vital that the land allocation needs for public facilities are identified before the options available become limited and less optimal. This chapter looks at how community facilities should be planned, designed and constructed not only to meet the needs of

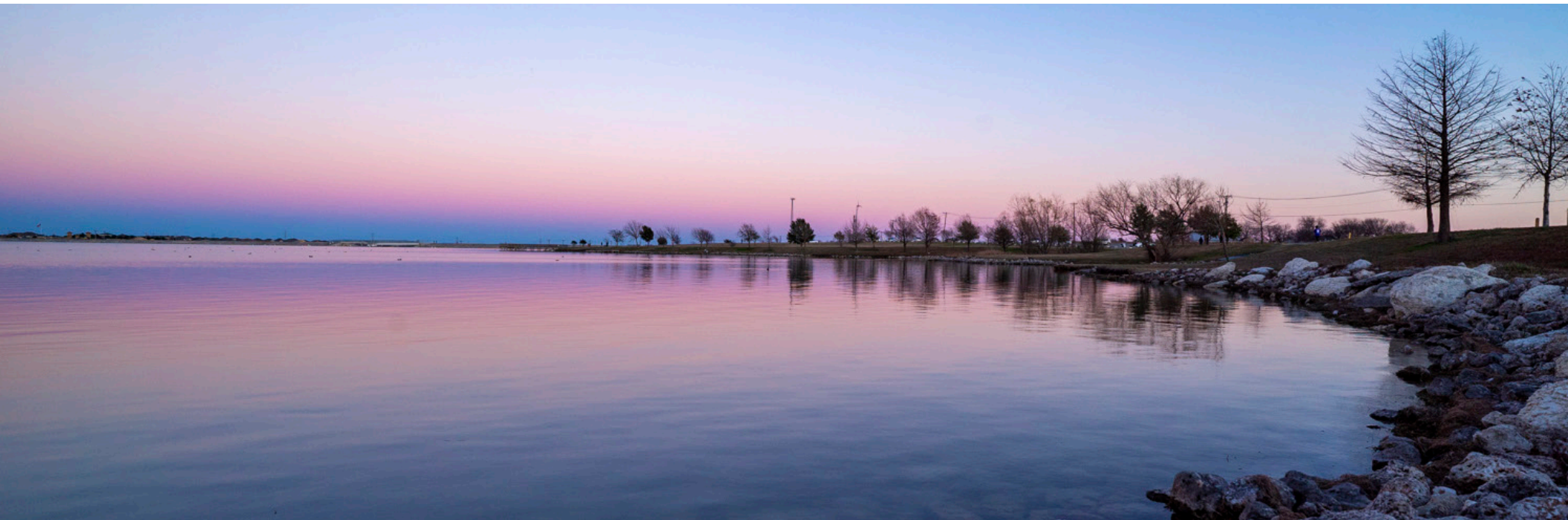
the community, but to do so in a way that affirms and advances Pflugerville's future. At the same time, a growing city like Pflugerville finds multiple priorities competing for the same limited funds necessary to address facilities.

It is also important to understand that the complete picture of public services in Pflugerville is not exclusively provided by the City of Pflugerville. Two services are unique in this regard: fire services and emergency medical services. Fire services are provided by Travis County Emergency Services District No.2, a separate special district with a board of directors and taxing authority. As a result, these fire services are not discussed in detail within this Plan. Emergency Medical Services were provided by Travis County Emergency

Services District No. 2, but those services transitioned to a private service provider contracted by the City of Pflugerville beginning January 1, 2022.

In addition, schools are discussed within this chapter, although the Pflugerville Independent School District leads school operations and facilities. The District conducts their own long-range planning, but is addressed in this chapter due to their significant relationship to growth and development in Pflugerville and potential opportunities to work together with the City to address mutual challenges and opportunities.

Remaining services discussed in this chapter are provided by the City of Pflugerville.



ETC INSTITUTE SURVEY

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The City of Pflugerville contracted with ETC Institute to administer a survey of residents of the City during the spring of 2021. The purpose of the survey was to allow residents the opportunity to tell City leadership how they are doing, where to invest tax dollars, rate the levels of service the City provides, and provide input on key decisions for the City. In this survey, residents rated all of the City's services very highly, almost all of them ranked good or excellent, thus it is important for Pflugerville to maintain this high level of service into the future. By conducting this survey every two years, the City is able to view ongoing trends and evaluate resident satisfaction. Community facilities in Pflugerville include, but are not limited to, the City Hall complex, Pflugerville Public Library, Heritage House Museum, Recreation Center, parks, and Pflugerville Animal Welfare Services (PAWS). Some of the applicable findings from the ETC Survey are listed below.

MAJOR FINDINGS

How Pflugerville Rates with Residents

- Eighty-eight percent (88%) of the residents surveyed rated the City as an “excellent” or “good” place to live; 80% rated it highly as a place to raise children, and 58% rated the City highly as a place to retire.

Perceptions of the City

- Seventy-five percent (75%) of the residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of life in their City; 63% were satisfied with the reputation of their City, and 54% were satisfied with the quality of City government services.

Services Residents Indicated Should Receive the Most Increase in Emphasis Over the Next Two Years.

- The areas that residents thought should receive the most increase in emphasis from the City of Pflugerville over the next two years were: (1) the flow of traffic and congestion management, (2) the maintenance of city streets, drainage and sidewalks, and (3) the quality of water and wastewater services.

Police Services

- Seventy-eight percent (78%) of the residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the overall quality of local police protection; 76% were satisfied with how quickly police respond to emergencies, and 60% were satisfied with the overall visibility of police in neighborhoods.

Overall Feeling of Safety

- Ninety-three percent (93%) of the residents surveyed felt safe (rating of 4 or 5 on a 5-point scale) walking in their neighborhood during the day; 83% felt safe walking in retail and shopping areas, and 79% felt safe in their neighborhood after dark.

Fire Services

- Eighty-seven percent (87%) of the residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with how quickly fire personnel respond, and 86% were satisfied with how quickly EMS and ambulance services respond.

City Maintenance Services

- Seventy-six percent (76%) of the residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the condition of street signs and traffic signals; 66% were satisfied with the cleanliness of streets and other public areas, and 66% were satisfied with the condition of street drainage/water drainage.

Parks and Recreation Services

- Seventy-six percent (76%) of the residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the maintenance of local parks; 76% were satisfied with the proximity of parks in their neighborhood, and 72% were satisfied with the number of walking and biking trails.

Special Events

- Fifty-seven percent (57%) of residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the management of City events, and 56% were satisfied with outdoor City events and festivals.

Library Services

- Eighty-three percent (83%) of residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the maintenance and appearance of the City library; 72% were satisfied with library hours of operation, 72% were satisfied with the quality of library digital and online resources, and 66% were satisfied with adult collection and materials.

Animal Welfare Services

- Sixty percent (60%) of residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with the physical and emotional handling of animals in the care of the City, and 56% were satisfied with the retrieval of stray or injured animals citywide.

Utility Services

- Seventy-eight percent (78%) of residents surveyed were satisfied (rating of 4 or 5 on a 5-point scale) with residential trash/curbside recycling collection; 64% were satisfied with wastewater service, and 62% were satisfied with the Recycle Center/household waste disposal.

Top 3 Priorities

- Nearly all (97%) of residents surveyed indicated traffic management and road widening and improvements were most important (rating of 3 or 4 on a 4-point scale) for the City to invest in; 80% thought recreational programming and events were most important, and 78% thought enhancements to downtown Pflugerville were most important for the City to invest in. Based on respondent's top three choices, the items that should receive the most emphasis over the next two years are: (1) traffic management and road widening and improvements, (2) enhancements to downtown Pflugerville, and (3) transit system development.

- The Overall Priorities by Major Category analysis reviewed importance of and satisfaction with major categories of city services. Based on this analysis, the major services that are recommended as top priorities for investment include (1) flow of traffic and congestion management on streets (2) maintenance of city streets, drainage and sidewalks (3) quality of water and wastewater services.

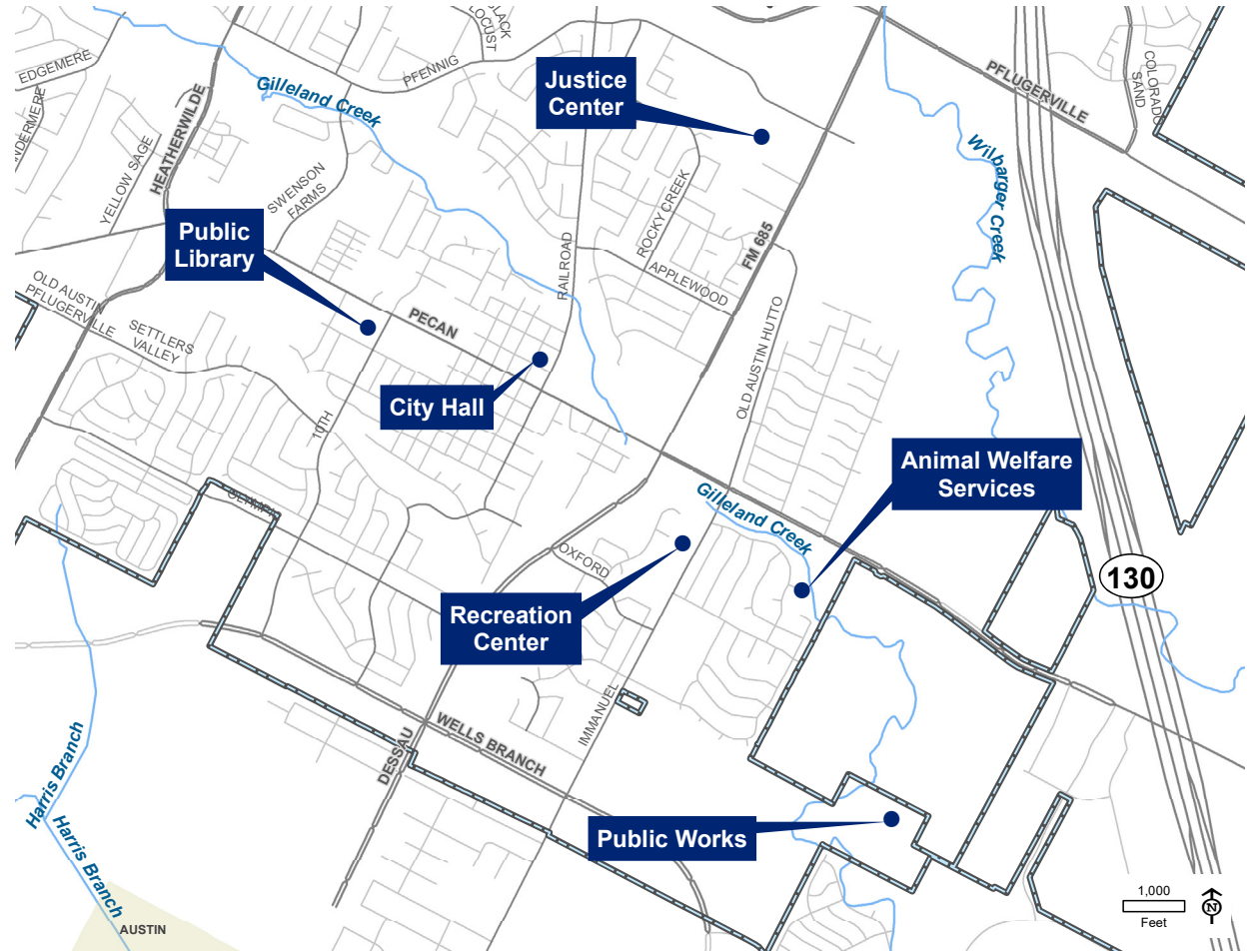
KEY FACILITIES AND SERVICES

EXISTING FACILITIES

Community facilities that house various governmental and service functions of a municipality are generally of two types: (1) those requiring a central or a common location and that serve the entire municipal area, and (2) those serving segments of the community on a service area basis. Pflugerville's City Hall is an example of a governmental building that serves the entire community.

While not a City service, schools are public facilities distributed throughout the community with defined service areas (attendance boundaries). Likewise, they often shape growth patterns and can also become neighborhood hubs for social interaction and accessing services beyond education. The City currently owns and operates a variety of facilities to serve the community's needs.

Map 7.1. Key Public Facilities



APPROACH TO FACILITIES PLANNING

Facility master plans are the best means of addressing Pflugerville’s needs taking into consideration what the City’s long-term goals are for programming and services. Pflugerville has deployed such studies in the past as it has made investments in expansions to existing facilities and construction of new facilities. These studies have frequently been facility-specific, or to address the need to shift certain services into a separate building in order to support growth-related impacts to both the service relocating and the service that will remain in the existing facility.

Given ongoing growth, a more holistic approach is likely warranted to address all municipal functions across all departments. This can help to identify complementary uses and needs that result in improved efficiency overall, as well as prioritization. Perhaps more important, sites can then be selected with the goal of accommodating a complete buildout with consideration of these complementary uses.

Public Works may play a significant role in facility design as the ultimate operator and maintainer of the facilities under current organization. They should be engaged early in any design process.

As discussed in Chapter 3, Pflugerville is expected to experience continued rapid growth. Generally, any new facility should be designed to at least the 20-year population projection for efficiency. Rather than relying

on ratios of square footage to population exclusively, the Facility Master Plan should focus on the real space needed for effective desired programming and operations as this links more directly to the user experience and residents’ desired service quality.

FACILITY TRENDS AND PLANNING FOR THE FUTURE

While Pflugerville has seen gains in both ad valorem and sales tax revenue, the operating costs that come with that growth have grown at a similar rate. Like many cities in this position, it creates challenges to meeting long-term facility needs. If not careful, this can lead to focusing on short-term issues when investing in these long-term needs, reducing scope and cost that can ultimately lead to much greater costs and lost efficiency down the road. Effective facilities master planning, described above, can help avoid this short-term focus, and also provide avenues to evaluate applicability of trends and new practices.

DESIGN TREND: FLEXIBLE DESIGN, EXPANSION AND STRATEGIC OCCUPANCY

A growing city like Pflugerville should consistently “begin with the end in mind,” by planning for future expansions and natural service breaks for facilities (when a service should either separate into a new facility or into an expansion, allowing other services within the facility to expand to accommodate

the needs of all services). The flexibility of use within spaces inside buildings is important to accomplishing this, as well as meeting a variety of community needs—those already known and those unknown as technology and community needs change. Likewise, selecting sites to accommodate ultimate buildout needs is critical to success, as discussed earlier.

The inclusion of multipurpose or multi-use space is beneficial, with combination uses of municipal court and city council chambers being a common example with their similar programmatic needs but very different schedules. But this also extends to the design itself—seeking to create wide structural spans and volumes that allow for future reconfiguration without altering critical components.

Technology continues its rapid pace of growth and change. The public as well as employees expect facilities to keep pace with and prepare for this dynamic landscape. Inclusion of additional conduits, accessible tracks and drops, and other low-cost design methods to ensure connectivity to support technology of the future.

DESIGN TREND: SHARING SPACE, PLACEMAKING AND CREATING CATALYSTS

Some facilities have been shown to function particularly well as part of an overall economic development and placemaking effort. City halls, libraries and recreation

centers have retail performance patterns for customer visits as well as significant employment, and they are often planned as one stop of many rather than as single-trip destinations. This means their thoughtful design and placement can serve as a catalyst to desired development. Knowing a large public employer or large customer base will be present often prompts interest in surrounding development.

The best approach is for the City to identify their ideal site, and then invite the private sector. This positions the City to best utilize the partnership to achieve multiple planning goals. When well-executed, these types of placemaking efforts extend their influence beyond their property boundaries. For example, a successful facility development with surrounding mixed-use private sector as a partner can prompt older commercial developments adjacent to the site to consider full redevelopment or suburban retrofitting to capture similar spillover economic potential. This circumstance allows the City to use their facility to advocate for changes consistent with this Plan, and for these older sites to aspire to more.

When choosing a site, the City should take into consideration how the site may be expanded in the future to handle the increased demand for services. Crucial to this is ensuring that when collocating any facilities on a site, that they are placed in a manner to not interfere with the primary/

critical function of the site. In addition, they should consider fundamental compatibility of the uses. For example, an office environment or facility frequented by the public may not be an ideal setting adjacent to a wastewater treatment plant facility.

Sharing sites and buildings extends outside of the city itself. Increasingly, city halls and other facilities co-house other state agencies, county offices and even school district offices. These sometimes take the form of condominium-like arrangements within a building, cost participation in construction with a low/no-cost lease, or constructing a larger space than needed at the time and subleasing. Each approach carries different risks depending on the entities involved. This applies not just to office spaces, but other types of buildings and sites. For example, county maintenance may have an interest in shared facilities at Public Works.

Depending on the location and context, some cities have taken the step of including leasable commercial/retail space. This is most common in mixed-use environments for city halls, with Austin City Hall providing a local example of this practice. Libraries have begun integrating this approach as well, with some including an integrated coffee shop/bakery.

DESIGN TREND: WELLNESS AND EMBRACING OUTDOOR PUBLIC SPACES

Particularly during the pandemic, many employers have found that some employees can perform their job just as effectively working from home rather than working in an office full-time. Many employees also prefer to work at least partially from home. While the hybrid and work-from-home trend is discussed separately, employee needs and expectations have changed for those returning to the office in some capacity. Likewise, the City's customers have different expectations for the spaces they enter.

Organizational psychologists have discussed how workers will be drawn to in-person work only to the extent that the office addresses psychological needs that the pandemic undercut. Safety, belonging and autonomy are three of the primary drivers of an individual's sense of well-being, all of which were undermined by the pandemic. The City can contribute to workers' sense of autonomy by giving them control over when, where and how they perform their key tasks. Likewise, it is increasingly crucial for employers to visibly indicate that their employees' health and well-being are a primary indicator of success.

A key strategy for promoting health in office buildings is to provide opportunities for employees to come in contact with the natural world. This type of biophilic design can boost productivity and physical health. Strategies such as installing living walls instead of

bland partitions and incorporating circadian-friendly lighting that brightens and dims across the workday help create a welcoming environment. Using high-performance natural construction materials rather than concrete create a more inviting office. When properly executed, this also promotes environmental sustainability. People who sit toward the center of large buildings can feel detached from nature. Using central courtyards, lightwells and similar features maximize the amount of natural light that will reach all parts of each floor.

This extends beyond the confines of the building and into the site. Exteriors should incorporate engaging public spaces that also function to support work. These can be places designed to facilitate meetings, not unlike an outdoor conference room, complete with technology support. Having access to alternative workspaces provides another means for employees to feel empowered to manage their health. In addition, this can provide the same support to residents seeking safe areas to work and conduct business. Pflugerville already has some experimentation with this, with the Best Little Plaza in Texas adjacent to City Hall.

Consideration of these design approaches and other wellness issues, including hybrid and remote-work (discussed in further detail as a separate trend), can help Pflugerville to continue to attract and retain high caliber employees.

DESIGN TREND: SUSTAINABLE DESIGN

Many cities use their facilities to exemplify sustainable design through site selection, efficiency, materials, design of various building systems, and site design. Often times, the buildings and their sites are used to demonstrate preferred approaches, educate the public as well as outside groups like developers, and communicate community values.

The Leadership in Energy and Environmental Design (LEED®) system was designed by the United States Green Building Council (USGBC) to evaluate the influence of building design and construction on the environment. LEED certification is now available for practically all building (commercial or residential) and project types – from new construction and interior fit-outs to sustainable operations and maintenance upgrades. It signifies a certification that creates healthy, highly efficient, cost-saving green buildings, improving environmental performance from carbon footprint to indoor environmental quality. An evaluated project scores points to a possible maximum of 100 across six categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality (IEQ) and design innovation. Based on the number of points, a project is rated as certified, silver, gold, or platinum.

LEED® has become a popular certification for new public facilities, particularly those

buildings expected to have significant public use. Many cities pursue silver and gold certifications. Some cities, however, opt to design with the intent of reaching a LEED® level without actually submitting for the recognition. Sustainable design is important not just for environmental benefits that commonly come to mind first, but because such an approach naturally lends itself to life-cycle cost considerations and durability, and efficiency of operations and maintenance.

This concept of sustainability also includes site selection. Increasingly, and particularly for facilities with high levels of resident customers like libraries, city halls and recreation centers, infill and mixed-use sites are being selected. At times, this is driven by other goals to encourage downtown revitalization. Other times, it has to do with transit accessibility. More often, however, is recognition that such location choices can encourage park-once-and-walk approaches that derive economic, environmental and cultural benefits.

Public health officials agree that one of the simplest ways to prevent the indoor spread of any contagious respiratory virus is to increase the volume of outside air that comes into buildings. Creating a tight air seal in a building is one of the main strategies used to make buildings more energy efficient, but this has come at the expense of lost features like operable windows. Technology is being pioneered to resolve this challenge with



mechanical heat-exchange system concealed inside the sill. This allows outside air to be warmed or cooled, as needed, as it enters the building. The challenge with this is that outdoor air quality can be worse at times for other reasons, so this type of technology needs intelligent systems to override.

Critics of the open-plan office say that the large volume of shared air and the lack of physical barriers between desks facilitate disease transmission. Some have suggested its elimination, but other methods are being developed. Office designers can preserve the benefits of open-plan offices by installing airflow systems that filter and reduce the amount of exhaled air from other people that employees inhale. An approach gaining appeal is the use of displacement ventilation. Displacement ventilation vents air at the top of the room to pull out the cloud of exhaled air and for filtered air to be delivered in vents along the floor. While complex, it can significantly lower the amount of viral material circulating in shared air.

To reduce opportunities for surface-to-person transmission of disease going forward, office designers are eliminating shared touch points wherever possible. Several new public buildings and even some retrofits have installed touchless switches, where doors are opened by waving at a sensor rather than by pushing a button, specifically to mitigate viral transmission. Door elimination using privacy thresholds has also been discussed.

DESIGN TREND: HYBRID AND REMOTE WORK ENVIRONMENTS

Some form of remote work arrangements will likely continue in local government, as the experimentation and innovation during the pandemic has revealed some increased efficiencies. Many have described the COVID-19 pandemic as transformative for the future of the workplace, particularly whether employees need a “workplace.” Whether one works remotely or not, or the degree that they work remotely, will likely depend on the work being performed. Although some positions are unable to work remotely due to the nature of their jobs (e.g., first responders, utility workers), many others may utilize a hybrid arrangement that includes working a few days a week at home. These changes will impact workspace planning and architectural design, making facility master planning all the more critical. But it also carries implications for the human resources function of the City. Each position will need to be assessed for compatibility with remote/hybrid work, and the necessity for office space.

Many cities, like Pflugerville, are experimenting with shared offices/workstations, using hybrid approaches similar to job sharing. For example, some planning and development departments are establishing customer service rotation schedules for walk-in customers, allowing employees to work some from home. This is coupled with “hoteling” designs for workspaces, which eliminates assigned

seating. Technology deployment has helped to make this seamless, particularly Voice over Internet Protocol (VoIP) systems and cloud-based servers that allow customer communications to still look/feel like they are originating from an office. Continuing the planning and development services department example, many have found the use of virtual meeting platforms for development review and coordination, including with third parties, is often more efficient and convenient. At the same time, they also maintain in-person options to address equity concerns.

This shift towards a hybrid model of in-person and at-home work for each employee is leading to dedication of more square footage to collaborative spaces and less to individual workstations.

Worker Preferences

Workers had spent at least six months working from home at the time Gensler’s U.S. Workplace Survey 2020 was conducted, allowing for most technical issues from the rapid transition to remote work to resolve. Informed by this experience, many U.S. workers expressed evolving expectations for the future of work and the physical workplace as shown in Figure 7.1. While little data exists specific to municipal office workers, one can assume similar preferences.

Most workers were in their current work scenario because of a company or

Figure 7.1. Work Environment Mid-Pandemic versus Preferred Work Environment

WHERE ARE YOU CURRENTLY WORKING?		WHERE WOULD YOU IDEALLY WORK?	
Full Time In Office 29%		Full Time in Office 29%	
Hybrid Work Model 19%	1-2 days at Home 8%	1-2 days at Home 28%	Over half (52%) of U.S. workers would prefer a hybrid work model, working some time at home and some time in the office
	3-4 days at Home 11%	3-4 days at Home 24%	
Full Time at Home 52%		Full Time at Home 19%	

Source: Gensler U.S. Workplace Survey I Summer/Fall 2020, Gensler Research Institute

Figure 7.2. Worker Reasoning for Work Environment, Where Provided with a Choice

RANK	FULL TIME IN OFFICE	1-2 DAYS AT HOME	3-4 DAYS AT HOME	FULL TIME AT HOME
1	Working where I'm most productive	Working where I'm most productive	Concerns about catching and/or spreading COVID-19	Concerns about catching and/or spreading COVID-19
2	Working where I have the best computer/technology set-up	Concerns about catching and/or spreading COVID-19	Working where I'm most productive	Working where I'm most comfortable
3	To have a better workspace set-up/arrangement	Working where I'm most comfortable	Avoiding distraction	Saving time
4	Access to specific spaces in the workplace	Avoiding distraction	Working where I'm most comfortable	Working where I'm most productive
5	Working where I'm most visible or accessible to others	To have a better workspace set-up/arrangement	To have a better workspace set-up/arrangement	The commute
6	Working where I'm most comfortable	Access to specific spaces in the workplace	Access to specific spaces in the workplace	Saving money

Source: Gensler U.S. Workplace Survey I Summer/Fall 2020, Gensler Research Institute

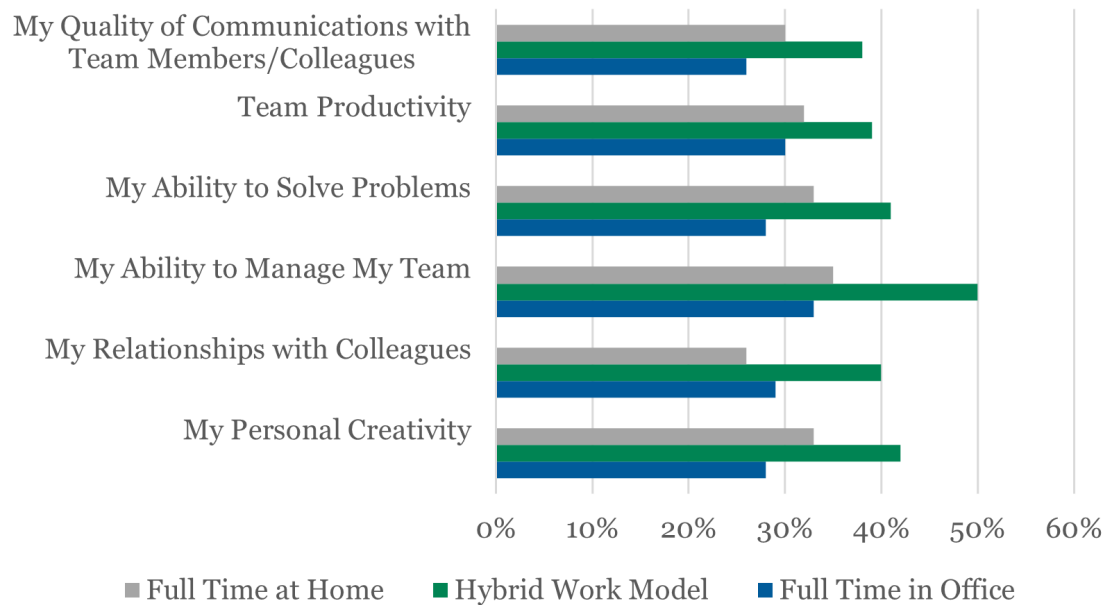
governmental policy. When asked where they would ideally work (Figure 7.2), respondents who opted to return to the office or hybrid work environments did so because it's where they are most productive. Those working mostly or full-time at home did so out of concern for COVID-19 and other convenience factors, suggesting work/life benefits associated with home-based working. One interesting phenomenon is the avoidance of distractions leading people to choose hybrid options. This appears, in some cases, linked to distractions at work related to open-office environments.

Gensler's survey data suggests that the benefits of a hybrid work model are quickly emerging, based on input from the 19 percent of workers who were already working partially at the office and partially at home in the midst of the pandemic (Figure 7.3). This hybrid workforce is exhibiting positive benefits including enhanced creativity, productivity, and quality of relationships.

Position Potential For Remote Work

The potential for remote work depends on the mix of activities undertaken in each occupation and on their physical, spatial, and interpersonal context. In 2020, McKinsey & Company devised two metrics for remote work potential: the maximum potential, including all activities that theoretically can be performed remotely, and a lower bound for the effective potential for remote work, which excludes activities that have a clear

Figure 7.3. Worker-Reported Positive Impacts of Hybrid Work Model



Source: Gensler U.S. Workplace Survey | Summer/Fall 2020, Gensler Research Institute

benefit from being done in person. The range is dynamic, as innovation is occurring rapidly in work environments and work environment technology.

The theoretical extent (theoretical maximum) to which an activity can be done remotely depends on whether a worker needs to be physically present on-site to do a task, interact with others, or use location-specific machinery or equipment. Many physical or manual activities, as well as those that require use of fixed equipment, cannot be done remotely. These include providing care, operating machinery, and using lab equipment. In contrast, activities such as information gathering and processing, communicating with others, teaching and

counseling, and coding data can theoretically be done remotely.

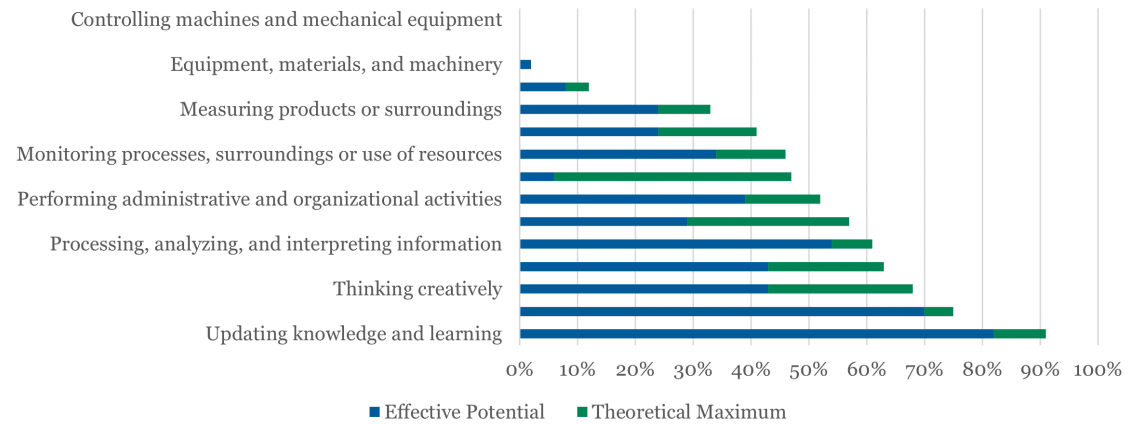
Additionally, employers have found during the pandemic that, although some tasks can be done remotely in a crisis, they are much more effectively done in person (effective potential). These activities include coaching, counseling, and providing advice and feedback; building customer and colleague relationships; bringing new employees into a company; negotiating and making critical decisions; teaching and training; and work that benefits from collaboration, such as innovation, problem-solving, and creativity. If onboarding were to be done remotely, for instance, it would require significant rethinking of the activity to produce outcomes

similar to those achieved in person. Virtual collaboration is the area where some of the most rapid advances are occurring, recognizing that the closing of this gap has the most potential to enable remote work.

Even for the same activity, the context in which a job is done matters. Consider the activity “analyzing data or information,” which can be done remotely by a statistician or financial analyst but not by a surveyor. Crime scene analysts also “get, process, analyze, document and interpret information,” but must also go to the location of the crime. At the same time, they may be able to analyze some or all information using computer-based technology afterward. Again, the speed of technological change may change this rapidly, requiring frequent reassessment of positions. For example, advances in drone technology allow collection of vast amounts of data from the scene of a vehicular crash for later processing using computers.

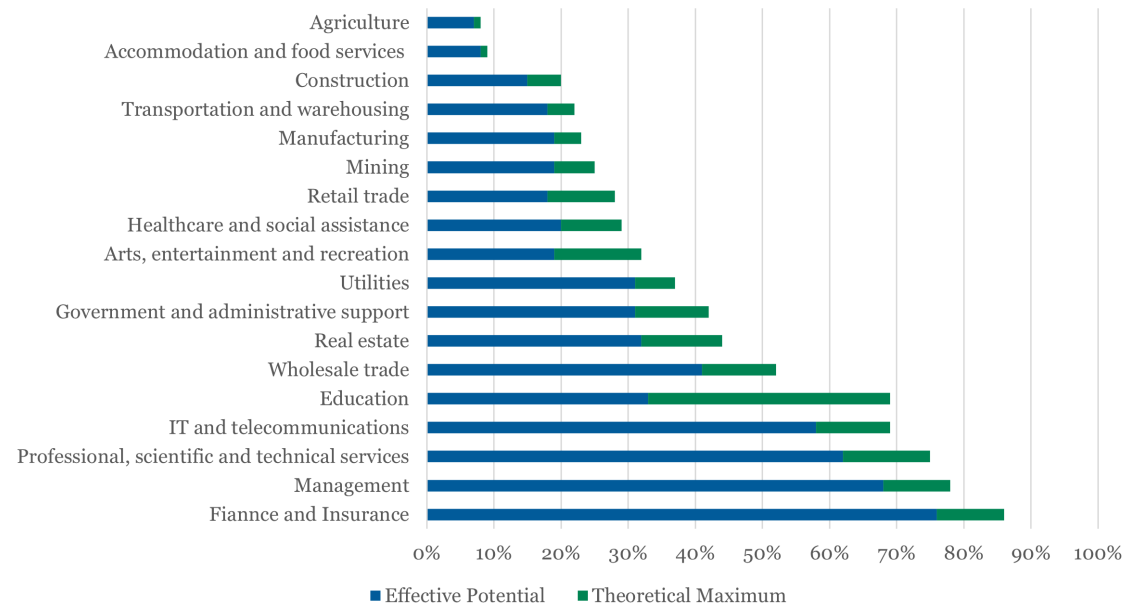
To determine the overall potential for remote work for jobs and sectors, McKinsey & Company used the time spent on different activities within occupations, finding that remote work potential is concentrated in a few sectors. Finance and insurance have the highest potential, with three-quarters of time spent on activities that can be done remotely without a loss of productivity. Management, business services, and information technology have the next highest potential, all with more than half of employee time spent on

Figure 7.4. Activities with the Highest Potential for Remote Work



Source: Gensler U.S. Workplace Survey | Summer/Fall 2020, Gensler Research Institute

Figure 7.5. Sectors with the Highest Potential for Remote Work



Source: Gensler U.S. Workplace Survey | Summer/Fall 2020, Gensler Research Institute

activities that could effectively be done remotely. It is important to note that multiple sectors are represented in local government functions, making it critical to assess each department and position for remote work appropriateness.

DESIGN TREND: DISASTER RESILIENCE, HARDENING AND SAFETY & SECURITY

Cities also carry vastly different community expectations during disasters. While the public expects businesses like banks to close during a flood or following damage from a weather event, the City is expected to remain a steady hand during all circumstances. This requires structures capable of disaster resistance and resilience.

As part of any future facility, evaluations should take place to assess:

- Level of backup electrical generation load needed, which circuits are necessary to support it, and the most appropriate fuel type (natural gas is typically recommended).
- Flood risk, with critical facilities located outside of not just the 100-year floodplain, but 500-year floodplain as well. Some cities have opted to require critical facilities be above the 500-year floodplain, plus an additional two feet of elevation above that threshold.
- Windstorm and tornadic/severe storms, identifying which portions of the building should be hardened and the degree

necessary.

- Information technology for continuation of government.

In addition, changes in culture and risk have introduced a need to consider safety and security. Employees want to feel safe within a facility, and residents want to feel safe visiting a facility. Some elements have been in practice for years, such as requiring escape routes from public meeting spaces like city council chambers and court spaces. But security does not always have to be obvious in order to convey feelings of safety. When designing a building for security, it's important to think about how the design's defenses can be met sustainably — and to also consider how these measures can be achieved without antagonizing its inhabitants. Passive security in architecture can be broadly defined as a design feature which deters threats while remaining largely invisible to its users. Passive security is also predominantly productless — so rather than existing as products to be specified, passive security is about using good design to add a layer of privacy, security, and protection.

- Integration of public art design into building protection through landscape design, such as bollards, strategic placement of raised landscape planters and other approaches.
- Custom perforated metal with patterns and imagery can provide a large number of invisible security details, making people less likely to notice that the

barrier is being used to prevent access and more likely to think that it serves a primary artistic function.

- Creation of secondary egress from interior public spaces.
- Use of materials, like masonry and rolled steel, that have protective benefits while also providing attractive aesthetics.
- Organization of floor plan adjacencies to create clear back-of-house security.

FACILITY FUNDING APPROACHES

Most facilities of significant size and cost require some form of debt issuance as a funding source. Depending on the services involved, sourcing can come from general obligation bonds, certificates of obligation, revenue bonds and tax notes. These facilities can be supported by different funding sources. For example, a city hall building that includes utility billing could be partially funded via the utility enterprise funds. This can also hold true for functions like a visitors' center and convention & visitors' bureau offices typically funded through hotel occupancy tax.

Increasingly, projects funded primarily by the general fund (and thus supported by property and sales tax receipts) rely upon general obligation bonds and the associated elections approving their use. That being said, some trends have emerged due to current circumstances that warrant further discussion.

The COVID-19 pandemic has resulted in a variety of funding tools designed to help cities recover from the financial impact of the pandemic and stimulate the economy. Some cities have begun using the funds to support investments in facility renovations as well as new facilities. Pflugerville should evaluate all nontraditional funding sources when considering facility improvements or construction of new facilities.

PUBLIC-PRIVATE PARTNERSHIPS

Public-private partnerships offer a unique opportunity to develop, redevelop and revitalize in a city like Pflugerville

experiencing rapid growth within a high-profile, growing region. A public-private partnership, also known as a P3 or PPP, is an agreement between a private company and a public body that allows for the public sector to transfer certain risks and responsibilities to the private sector.

P3s, when structured properly, can provide an opportunity for communities to develop new facilities and infrastructure, which can be a catalyst for community development and redevelopment. As such, this is tied tightly to the design trend of using public facilities as catalytic projects. Two popular P3 delivery methods include design-build-finance (DBF) and design-build-finance-operate-maintain (DBFOM). These delivery methods can be used to relieve significant burdens and risks from the public sector.

Major cities have received attention in recent years for improving assets using public-private partnerships. The lack of public funding and the abundance of private capital has made P3 a popular tool for delivering public facilities and infrastructure. However, smaller but fast-growing communities also have significant needs for improved facilities and infrastructure, often much more pressing than their larger counterparts. This has led to smaller communities leveraging P3s to advance their needs.

A well-structured P3 shifts risk from the public sector to the private sector while focusing on allowing the construction activity to be executed by local contractors, subcontractors and vendors. A well-structured P3 also allows municipalities

to incorporate small and minority-owned business participation requirements that can be managed in a more transparent manner. The use of national resources partnered with the local workforce creates an inherent best value proposition for the community. When the construction dollars stay within the local community, these dollars can turn over six to seven times, creating a significant impact on the bottom line for the community. With Pflugerville's growth and economic diversification, the emphasis on local construction talent presents a new opportunity to not just achieve facility goals, but lift up local businesses in the process.

Smaller communities facing rapid growth often find their staff has limited bandwidth and limited technical resources to deliver facility projects efficiently given all of the other aspects of City business they must address with growth. Also, the traditional design-bid-build methodology has proven to be a time-consuming and often more costly method of delivering public projects, especially in smaller communities. The ability to make needed improvements to public facilities and infrastructure results in a better quality of life for the residents and increased revenues for the City.

In addition to gaining technical expertise, these communities should be able to take advantage of tax-exempt financing as well as no upfront costs for attorney fees, program managers, site acquisition, architectural design, engineering, etc. P3s also allow the private sector the ability to structure financing for essential facilities and infrastructure in a

manner that does not require a pledge of full faith and credit from the public entity. When a public entity does not pledge its full faith and credit, this can eliminate the requirement of a bond referendum and also reduces impact the general obligation capacity of the community.

A tax-exempt lease purchase agreement is a common structure used to deliver P3 projects quickly and efficiently. Under a tax-exempt lease purchase agreement, the private sector establishes a special purpose entity to hold the asset. At the end of the lease purchase term, which can be up to 30 years, the government purchases the asset for \$1. Using a tax-exempt lease purchase agreement to fund a P3 project ensures that the private developer is working for a fixed fee and that the community is able to fund the project with the lowest cost of capital. Under this structure, essential facilities and infrastructure can typically be financed with semi-annual payments that are subject to annual appropriations and the availability of funds. Tax-exempt financing also offers long-term fixed rates, which are a much more attractive proposition than commercial bank financing.

CITY HALL

The City Hall building, located at 100 E. Main Street in Downtown Pflugerville, was purchased by the City in 1991 and provides office space, council chambers and meeting rooms for a number of functions. Additional city offices were purchased in 2020 and are located at 100 W. Main Street. Combined, there are nearly 80 employees working in the approximately 15,000 square feet across the two locations.

The City Hall building was originally designed as a professional office complex, with various suites leasable to separate business offices and accessed by exterior walkways and stairs on the first and second floors. The central courtyard functions much like a main common area or lobby circulation area of a large office building, providing access to light and open space, though it does introduce some challenges in inclement weather as well as energy efficiency.

This suite design, however, also allowed for adaptation and change over time with the City's evolving needs. As Pflugerville has grown, some services have shifted to new buildings. Until 2000, for example, the police department was also housed in the complex, and has since transitioned to the Justice Center building co-housed with municipal court. Renovations naturally followed each of these major transitions in service presence as other growing departments shifted into the vacated spaces. Other renovations took place over time as well, addressing everything from technological retrofitting to accessibility since the buildings were constructed prior to the



Existing City Hall

Americans with Disabilities Act.

While the buildings have provided utility to the City administrative functions for more than three decades, they have reached a point where the City needs to consider new facilities. For example, while the current council chambers have served the City well, the ability to host residents seeking to attend public hearings or observe their elected officials in-person is encountering space constraints. At the same time, the chambers lacks protective security features and emergency egress, an increasingly serious consideration in public facility design.

Technological innovation, such as high-quality virtual livestreaming, has introduced new convenience, but many aspects of governance still lend themselves towards in-person attendance. Some of this is driven by

limitations under the Texas Open Meetings Act. Certain aspects of the Act were relaxed during the COVID-19 pandemic to allow continuance of local government functions during the emergency, which allowed for innovation in virtual hearings and community interaction to maintain transparency. Current guidance from State government, however, limits continued experimentation. Likewise, an in-person element provides equity in recognition of technology barriers.

A needs assessment from 2019 estimated that Pflugerville's city government at that time needed about a 69,000 square foot facility. While this needs assessment should be evaluated and updated based on remote-work potential (see Trends), achieving the square footage needs will involve construction of an entirely new facility.

CITY HALLS IN THE REGION



Hutto City Hall



Cedar Park City Hall



Buda City Hall



Leander City Hall



THE FUTURE – A NEW CITY HALL TO SERVE PFLUGERVILLE

Pflugerville has a unique opportunity within this Plan horizon. Pflugerville is growing, its economic foundation is strengthening, and the dedicated elected officials and employees are intensifying efforts to provide unparalleled public service. A facility to support this noble effort is the next logical step. It also presents an opportunity to provide flexibility to other spaces to support future growth. Municipal Court, for example, could shift from the Justice Center into a new City Hall, creating space for police expansion.

Other fast-growing Central Texas communities, including peer cities, have made drastic improvements to their city hall facilities over the last decade, recognizing the need to change and add capacity to support a positive user experience for both residents and employees. Pflugerville has an advantage in that it will be able to design a post-pandemic facility able to account for what has been one of the most innovative periods in workplace design and operations. It can create a work environment that embraces innovation and communicates to both employees and residents a sense of balance and value. Pflugerville is clearly a city that prides itself on customer service, and benefits from a largely positive reputation in that regard as reflected in its community surveys.

This Plan is not intended to be a detailed needs assessment or building proposal for

City administrative functions but, rather, a philosophical depiction of how and where the residents of Pflugerville interface with each other and their government in an accessible manner. The relationship between residents and the civic commons is one of the most important challenges cities face in the 21st Century. This relationship, if executed thoughtfully, can play an important role in lessening social and racial divides, guiding smart and inclusive public realm design decisions, and informing who has access to the future of the civic commons.

Each of the trends described earlier in this chapter should be considered, along with Figure 7.7 on page 200. In addition, the following questions should be considered:

1. How should it function?
2. How could it be better connected to the residents of Pflugerville?
3. How would it utilize existing technology while smartly planning for the future?
4. While direction has been provided and a site has been purchased, how should this facility interact with its downtown context?
5. What should it look like?
6. How can this facility and site lend itself to indoor and outdoor events and programming?

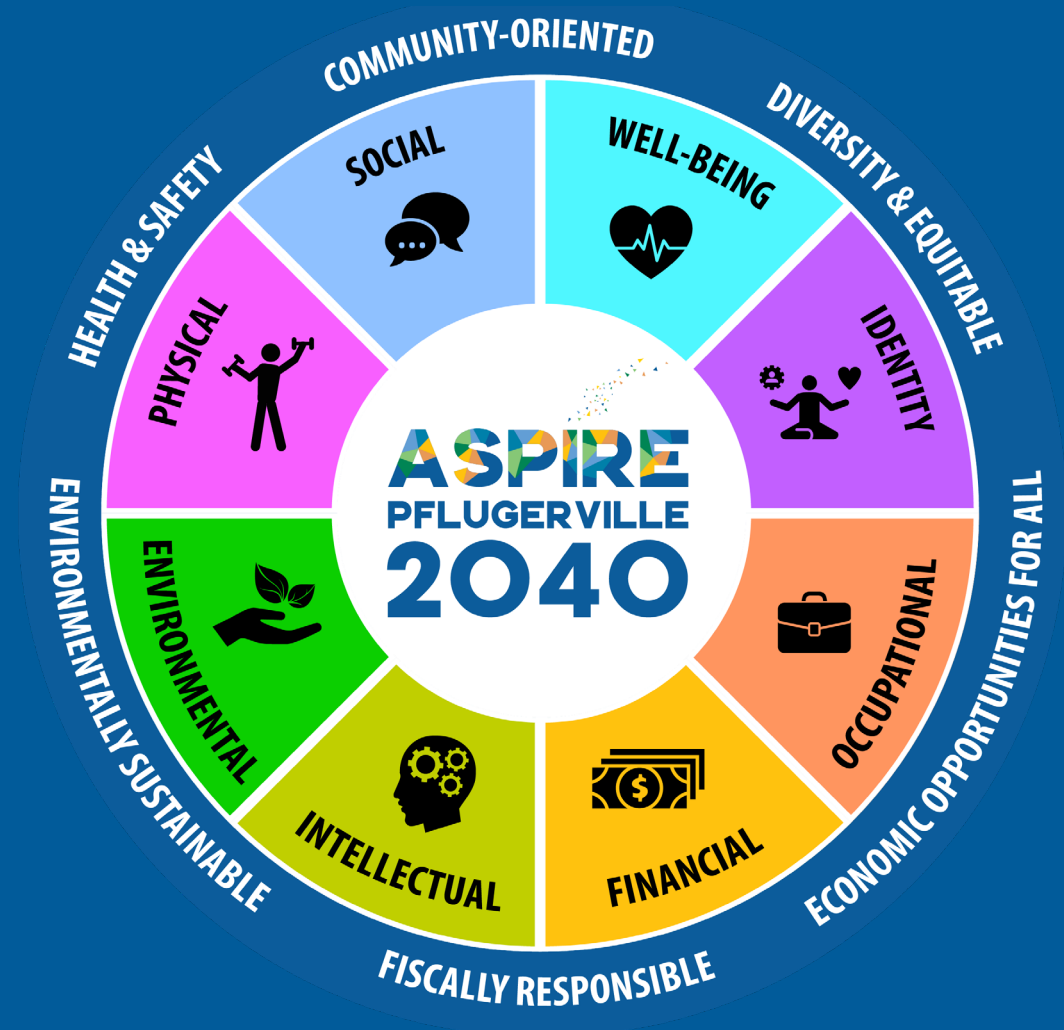
WELLNESS WHEEL

Similar to wellness wheels for personal growth and well-being, Pflugerville endeavors to create a healthy community, both in the built environment as well as its residents, and bring people of all backgrounds together. The Aspire Pflugerville 2040 Wellness Wheel supports the notion that individuals should have a healthy balance of these elements to achieve high quality of life. The wellness wheel expands upon the Aspire Guiding Principles and focuses on the health of the community, making this a more people-centered Comprehensive Plan. It is critical that the community facilities and public services of the future meet the following needs of the community.

The design of buildings can contribute to or degrade the effectiveness of city services in meeting the needs of residents as depicted within the wellness wheel. At the same time, not all buildings (nor the services they contain) should be expected to meet all based on the need the facility is addressing.

Applying the wellness wheel into facility design can be reflected in a matrix of four key types of civic engagement, aligned in each of five key design principles as shown in Figure 7.7. Again, these will vary based on the particular facility, but should be part of a design evaluation.

Figure 7.6. Aspire Pflugerville 2040 Wellness Wheel



Resident-to-Resident - How do we interact with one another to solve problems and make change in our neighborhoods?

Resident-to-Elected - Where and how do we interact with our decision makers to set vision, values and priorities?

Resident-to-Staff - Where and how do we interact with City functions and processes?

Resident-to-Story - Where and how do we interact with our shared story and culture?

Figure 7.7. Key Design Principles for City Facilities

DESIGN PRINCIPLE	RESIDENT-TO-RESIDENT	RESIDENT-TO-ELECTED	RESIDENT-TO-STAFF	RESIDENT-TO-STORY
<p>Foster Multiple, Connected Venues for Broad Civic Exchange. There exist many ways residents interact with each other and their government. A well-functioning City relies on spirited engagement between community members and between communities and City government. Spaces intended to directly serve residents as customers or observers of government should anchor a multi-faceted, dynamic and growing city-wide public realm that unlocks a universally shared sense of ownership, voice and interconnectedness.</p>	<p>A public realm that connects people through both planned and unplanned interactions builds empathy, common understanding, greater exposure to opportunities and an enhanced ability to solve problems together.</p>	<p>Regular community access to their elected officials elevates levels of discourse, understanding of and trust in the strategic course of the City.</p>	<p>Broad engagement provides more education about the roles and capabilities of individual City departments while creating a regular feedback loop to City staff to improve decision making, services and to spot and address problems early.</p>	<p>Pflugerville embraces a diverse mix of people. Broad engagement and storytelling will not only communicate inclusively but help solidify shared values and vision for the city’s growth. This can also be a market driver and differentiator for the city within the region and nationally.</p>
<p>Locate facilities at a hub of Pflugerville public life. Spaces intended to directly serve residents as customers or observers of government, should be on sites that are both symbolically and physically important in Pflugerville. They should be integrated into the City’s public life and part of an existing or emerging mixed-use district within the city.</p>	<p>Well-located facilities can act as a common, accessible and welcoming meeting place for all.</p>	<p>A prominent location reinforces the civic importance of those who are elected, provides an appropriate setting for civic functions and allows for safe and visible public demonstrations.</p>	<p>A facility that is embedded into the social, cultural and economic life of the city better connects City Staff to the community.</p>	<p>A symbolically significant siting of the facilities reinforces Pflugerville’s values, a connection to the City’s history and a hopeful vision for the future.</p>
<p>Provide many reasons to come to city spaces. City facilities, particularly those intended to directly serve residents as customers or observers of government, should not be single-purpose fortresses. It and its public spaces should be a place that people choose to be regardless if it is their job to be there, have a need that needs addressing, have no other place to go or are just plain curious. All of these reasons to come should lead to a mix of experiences that, ultimately, strengthens the relationship between facility, its services and the community.</p>	<p>Multiple uses and experiences throughout the day and week give a wide range of people the occasion to cross paths with one another, creating collisions between residents and empathy for fellow residents’ views and needs. The overall impact is a greater sense of ownership in one’s city</p>	<p>With a wider invitation to engage in and around facilities, more active and passive participation in civic discourse may be had with the public by Pflugerville’s elected officials.</p>	<p>A more positive and diverse experience visiting City facilities allows visitors to accomplish many of their needs in one place, provides multiple venues to meet staff out of regular offices and improves staff growth, retention and quality of life.</p>	<p>A vibrant mix of people and uses communicates a rich story about Pflugerville as a place. Intentional programming that regularly celebrates the diversity of people, voices, cultures and tastes underscores Pflugerville’s embrace of all people and actively welcomes people to the civic heart of the community.</p>

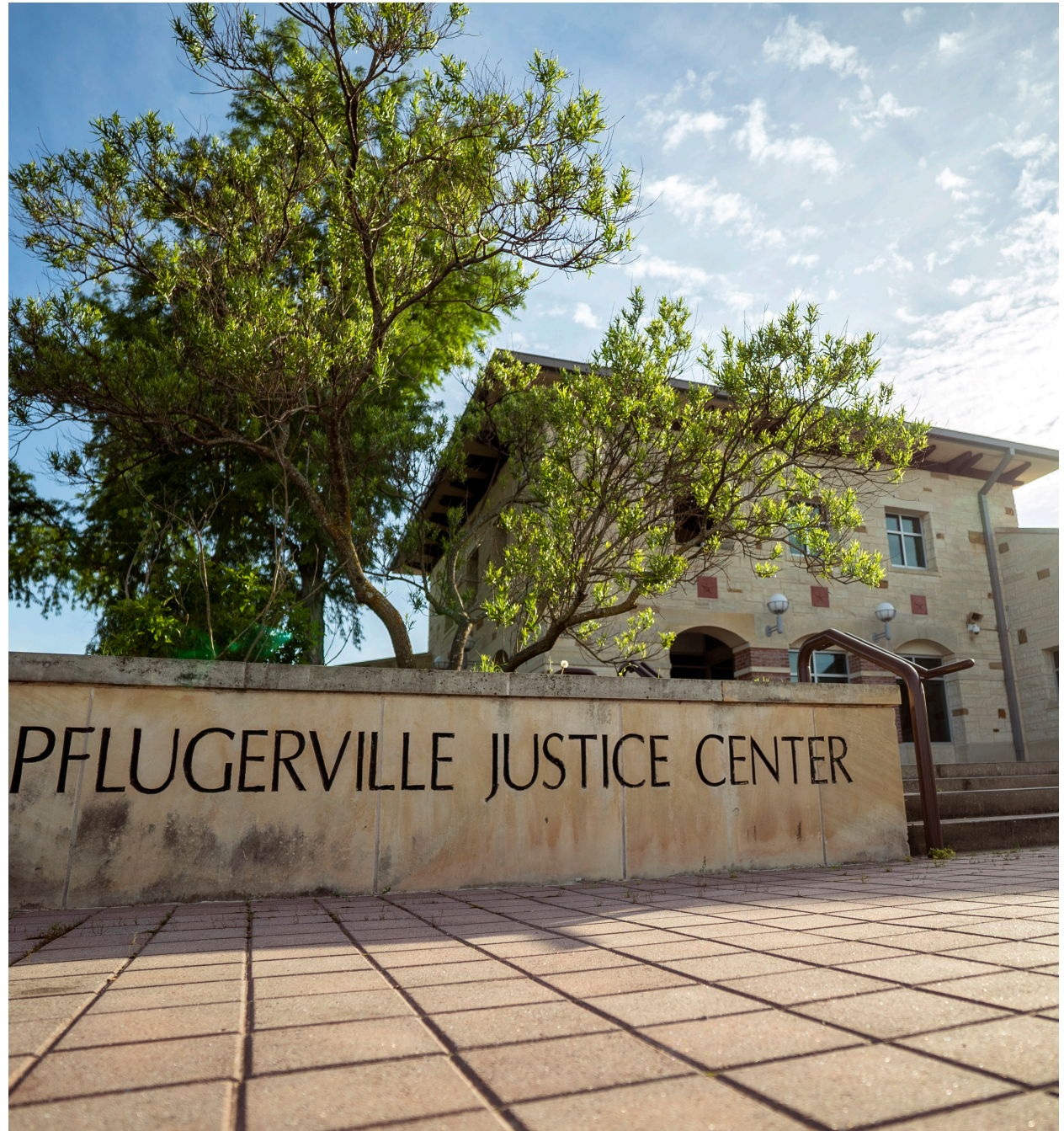
DESIGN PRINCIPLE	RESIDENT-TO-RESIDENT	RESIDENT-TO-ELECTED	RESIDENT-TO-STAFF	RESIDENT-TO-STORY
<p>Build Pflugerville’s public spaces. Pflugerville’s new facilities, particularly those intended to directly serve residents as customers or observers of government, should sit on a prominent public space that anchors and sets the tone for streets, public spaces and their surrounding developments, big and small, throughout the city.</p>	<p>Human-scaled, walkable public spaces that are safe, welcoming and engaging are the most effective way to connect people to one another and their city. A strong, people-first public space system is also one of the best ways to improve the overall health, well-being and happiness of residents.</p>	<p>A civic public space provides another venue for elected officials to meet either individually or in groups with the community.</p>	<p>Active and healthy public spaces improve City employee well-being, which improves internal interactions and the customer service experience with residents.</p>	<p>A central public square is often where the life of the city is on full display, its diverse culture is celebrated and where common stories, values and aspirations are explored through temporary and permanent public art. A proper central square can also serve an economic function as a marketplace for goods and food.</p>
<p>Be a center for design and culture. A City facility sets the art and design standard for everything else around it, inspired by the cultural influences across multiple art forms. It translates to trends and shared forms of expression into the principled use of brick, stone, glass and steel that celebrates the time-honored craft of building, is loved and, because it is loved, is cared for and adapts to the needs and technologies of the generations that follow.</p>	<p>Artfully created and crafted buildings and public spaces elevate our sense of shared responsibility to not only take care of these places but to reaffirm our joint obligations to ourselves and one another.</p>	<p>Architecture and art with proper civic decorum reinforces our relationship to government and its responsibility to us.</p>		<p>Architecture and public art are an interpretation of our shared values, history and hope for the future. As it is the slowest form of art to change, it must extract the most timeless aspects of those values as a constant reference point amidst constant change and evolution within our community.</p>

POLICE DEPARTMENT

TODAY

The Pflugerville Police Department vision is to lead with a servant's heart, embrace the diverse community in partnerships to become one. The Police Department wants to actively engage the community by inspiring trust and respect to keep those they serve safe¹. This department is housed at the Pflugerville Justice Center. Currently, its programs and services focus on the following:

- Public Assistance
- Health & Safety
- Community Relations
- Youth Education & Services
- Volunteer Opportunities & Training
- Crime Prevention
- Victim Services



¹ <https://police.pflugervilletx.gov/about>

JUSTICE CENTER

The Police Department and Municipal Court are housed in a 2-story facility located at 1611 Pfennig Lane. Constructed in 2000, the facility incorporates a variety of police training classrooms, administration space, an emergency response center, holding cells, a court room and judge's chambers. It has been actively updated in the intervening years in an effort to align with innovative practices in policing as well as shifting regulations and needs. The most recent changes included updates to evidence storage.

Prior to this facility, the two departments were co-located with City Hall.

This facility exhibits several aspects of facility best practices discussed within this Chapter. For example, while the facility meets needs for security as one would expect for aspects including storage of police vehicles and equipment, it also maintains a pleasant, welcoming outward appearance on the customer-facing side of the building. It also hosts some programming on-site, which helps to communicate the community service emphasis of the Police Department, reducing barriers to understanding and strengthening relationships with residents. The building also considers the needs of employees effectively, including a central courtyard that provides a respite while still maintaining security needs.

Likewise, the location recognizes a need for easy, rapid access to multiple key arterials in order to respond to incidents as well as allow officers more time for community engagement and policing (rather than going to/from

reporting). The location also supports a strong visual presence in major shopping areas along FM 685, Pflugerville Parkway, SH 130 and SH 45, an important deterrent to crime as well as an opportunity for positive interactions with residents.

Pflugerville should continue to monitor future needs. With growth, one future consideration may be to relocate courts in order to expand facility space for the Police Department. Municipal court and council chambers are one of the most common examples of shared use, and the planned new city hall presents an opportunity to shift this service to facilitate Police Department expansion. There appears to be some space for expansion on the rear-southwestern portion of the building as well.

EXISTING PROGRAMS & SERVICES

The following are existing programs and services provided by the Police Department.

Public Assistance

Pflugerville Blue Santa Corporation (PBSC) – Blue Santa is a joint effort of the Pflugerville Police Department and the residents of Pflugerville to provide food and gifts for families in need during the Christmas holidays. The PBSC is a non-profit 501(c)(3) organization.

Health/Safety

Bring Me Home – Promotes positive interaction between officers of the Pflugerville Police Department and individuals with dementia (or related conditions). Allows family members or guardians to establish emergency contacts and provide information to help police assist and bring home members of our community who may be unable to voice their needs. Participant information is entered into a database accessible to police officers.

Pflugerville Autism Buddies (PfAB) – Promotes positive interaction between officers of the Pflugerville Police Department and individuals with Autism (or related conditions). Allows family members or guardians to establish emergency contacts, provide information, and obtain ID cards for those within the autistic community. Participant information is entered into a database accessible to police officers.

Medicine and Prescription Drug Disposal – To encourage the safe disposal of unused medicine/prescription drugs, a receptacle has been provided inside the after-hours entrance of the police department, located on the east side of the Pflugerville Justice Center (1611 Pfennig Lane).

Bark Alert – Helps law enforcement know (in case of an emergency), that a resident's home has a pet. Residents can obtain "Bark Alert" decals from the police and other city departments to place on their front door or window of their home.

Traffic Enforcement Campaign – A program that allows the public to submit an online form to report concerns regarding speeding and other traffic violations for a specific part of the city. We also produce public education and enforcement campaigns, funded in part by Texas Department of Transportation's Selective Traffic Enforcement Program (STEP) and Impaired Driving Mobilization (IDM) grants.

Police-Community Relations

National Night Out – Neighborhoods in Pflugerville can join forces with thousands of communities nationwide for "National Night Out" on the first Tuesday of each October. National Night Out is designed to heighten crime/drug awareness, generate support for local crime prevention, and to strengthen neighborhood partnerships and police-community relations. Neighborhoods register

with the Pflugerville Police Department to receive crime prevention materials and to arrange for a visit from police officers during the event.

Public Safety Day – Provides the opportunity for the Pflugerville community to visit displays and interact with participating Central Texas law enforcement personnel, featuring numerous areas of the Pflugerville Police Department to include the K-9 and crime scene units, recruiting, and various police vehicles.

Blue Guardian – A partnership between the Pflugerville Police Department and at-risk youth, with support from community outreach programs and businesses. Participating police officers serve as mentors and sponsors to engage with at-risk youth. Activities include playing basketball, attending special holiday events, and coordinating with businesses/organizations willing to provide donations.

Coffee with a Cop – This program is hosted at coffee shops and restaurants throughout the city and gives residents the opportunity to interact with police officers in a casual atmosphere and supports local businesses.

Youth Education and Services

Cool Moves – A summer safety campaign encouraging the City's youth to be safe while outdoors. Pflugerville police officers give a positive ticket to safety-conscious children. Attached to the ticket is a coupon for free ice cream, redeemable at one of the local participating restaurants.



Child ID – The Pflugerville Police Department provides fingerprinting kits for children during special events or by group invitations.

Bicycle Rodeo – Held during Public Safety Day, the Bicycle Rodeo allows children to learn about bicycle safety, while racing against the clock through a series of challenging obstacles.

Volunteer Opportunities and Training

Citizens Police Academy (CPA) – A 28-hour comprehensive training program for the public, designed to explore the numerous divisions/sections of the Pflugerville Police Department. Classes are held on Thursdays from 7:00 PM – 9:00 PM and are instructed by various subject-matter experts at the department. (New classes coming in 2022)

Citizens on Patrol (COP) – COP’s can assist the Pflugerville Police Department by taking an active role through serving the community and increasing cooperation between residents and police officers. A COP can serve in many areas, to include security patrol of hike and bike trails, missing persons search assistance, and numerous community events to include Blue Santa. Prior to serving, all COPs must have graduated from the Pflugerville Citizens Police Academy (CPA).

Officer Ride Along – As an educational experience, residents can request to ride along with a Pflugerville police officer. Successful applicants must be vetted and approved, prior to participating.

Crime Prevention

Digital Neighborhood Watch – Residents who have camera systems on the exterior of their homes can voluntarily add their names to the Digital Neighborhood Watch list. When a crime is committed, officers can use the list to search for camera systems in the area and make contact with the resident to obtain possible video evidence.

SafeTrade Station – The Pflugerville Police Department is a registered “SafeTrade Station” that allows and encourages residents buying and selling through Craigslist, Facebook, and other online sites to meet either inside the Pflugerville Justice Center lobby, 1611 E. Pfennig Lane, or in the parking lot. SafeTrade Stations are considered a safer alternative to having strangers buy and sell at their residence.

Home/Commercial Security Surveys – At the request of the owner, a crime prevention specialist arrives onsite to inspect a private residence and/or commercial property to identify potential risks and provide recommendations to improve security. Commercial surveys can be requested by any business owner in the City.

Other – The Pflugerville Police Department offers numerous crime prevention programs and educational services designed to deter and reduce criminal activity in the Pflugerville community.

Victim Services

On-site crisis intervention team comprised of Pflugerville Police Department staff and volunteers, available 24/7 to crime victims in Pflugerville.

PFLUGERVILLE PUBLIC LIBRARY

The Pflugerville Public Library represents one of the best examples of sustained City investment and innovation in public services for the community. The popular 28,000 square foot facility today proudly serves over 200,000 visitors each year, and is highly regarded in the community, ranking highly throughout the public engagement process as exceeding expectations of the community.

The mission statement indicates the Library joyfully engages, inspires, informs and entertains the Pflugerville Community. Staff is guided by an emphasis on diversity, equity, and inclusion, creating programming for all ages and a collection that represents the wide array of human experiences.

The Library carries a story of grassroots volunteerism in its origin, first established as a storefront in 1981 on Railroad Avenue.¹ Initially, the Library was run by volunteers and consisted of donated books and materials, however the role of volunteers has changed over the decades. The Friends of the Pflugerville Community Library were instrumental in starting the Library and making it what it is today.²

In 1999, the Library moved to its current location with the dedication of a 12,500 square foot facility. In May 2008, voters passed a

bond to expand the library. This renovation was completed in 2013, resulting in the current configuration.

In order to ensure alignment with changing community expectations and innovations in libraries, Pflugerville creates a five-year plan annually to shape the direction of the facility and its services. The plan includes the Library history, information on Library funding, and community trends; while outlining goals and objectives for the facility and staff for each included year. While the Library is rightfully heralded as a beacon in the community, with community growth it must be recognized that the demands on the physical space of the facility, especially the meeting rooms, have put strains on availability. This is due in part to the dedication of the Library to provide needed services, but also a lack of other alternative facilities to accommodate the programs and needs from various City departments and the public. Additionally, in the yearly accreditation process by the Texas State Library, the Pflugerville Public Library rates as exemplary in most areas, except for the size of the collection and number of professional librarians per capita. Both of these criteria are directly related to the size limitations of the current facility.

¹ Evolution of the Library. <https://library.pflugervilletx.gov/my-library/about-the-library/history> Accessed August 18, 2021.

² <https://library.pflugervilletx.gov/my-library/about-the-library/history>



HERITAGE HOUSE

The Heritage House Museum, also known as the Bohls House, was designated as a historic landmark in 2005. Built in 1913 by Gottlieb William (G.W.) Bohls, this Queen Anne home sits in its original location, once the center of the Bohls farm. The Heritage House is a museum that contains artifacts that represent rural farm life in the early to mid 20th century. From the German families who founded the City through waves of immigrants seeking a better life, the rich history of the area is explored at the museum.¹ The Library and Parks and Recreation Department work together in collaboration with the Heritage House Partners to maintain and manage this building and its grounds.

¹ <https://library.pflugervilletx.gov/services/heritage-house-museum>



Residents gather at an event



Musicians at a community event



Artifacts inside the Heritage House



The Heritage House

Highlights from the Five-Year Plan, including its update occurring concurrent with this Comprehensive Plan, are listed below.

Facility

- Work with architects, administration and City staff on plans for a new facility, a branch facility or an expansion of current facility.
- Continue to maintain current facility, evaluating and replacing equipment and furniture as necessary. Evaluate space needs and adjust furniture and shelving layout accordingly.

Materials

- Continue development & weeding of collections to meet state standards and anticipated needs.
- Continue to explore adding new formats of materials to the collection.
- Continue to keep abreast of the changing community and adjust material format and audience accordingly.

Marketing & Programming

- Collaborate with City's Communication Department to publicize Library programs to the Pflugerville community.
- Actively market the Library online.
- Continue to develop partnerships and synergies with local organizations and institutions.
- Research and apply for effective grants as needed.

- Introduce the Library to the larger community with outreach and other out of building contact.
- Continue to provide services to underserved populations.

Staffing

- Continue to evaluate levels of staffing, budget, and services.
- Continue to support well-structured volunteer program.
- Support continuing education, professional development, and promotional opportunities for all staff.

Technology

- Continue to explore new information

delivery systems.

- Review technology needs and adjust accordingly.

Evaluation & Review

- Review and evaluate operating hours.
- Review Library policies and revise as needed.
- Review promotion of Library programs and services.
- Review Library volunteer program and service opportunities.
- Review budget vs. Circulation numbers and budget per format vs. circulation numbers per format.



Lib Con guest speaking to a family

THE PFLUGERVILLE RECREATION CENTER

A quality recreation center is a valuable asset to any community. A well-run community center serves as a thriving hub of activity for youth, families, senior citizens, civic organizations, and parks and recreation departments.

By providing safe and adequately equipped spaces for physical activities like dance, swimming, martial arts, yoga, basketball, and other sports, community centers instill discipline, healthy exercise habits, and teamwork. Community centers create the perfect setting for local mentorship programs, providing guidance and leadership development for the youth of the community and adults.

A community recreation center can foster community pride and bring people together. It can also provide opportunities for interaction, inclusivity, and community learning as well as contribute to economic development. By providing a popular destination for social and athletic activities, an efficiently operated recreation center can make the community more attractive and appealing to future residents, which may increase property values and tax revenues for the community.

Pflugerville's current recreation center is located at 400 Immanuel Road, not far from Bohls Park and Downtown Pflugerville. Opened in 2000, the 23,500 square foot facility serves the community in a variety of ways. The 20+ years of growth since then has resulted in demands for space exceeding the availability in the current facility.



During 2019, a space needs assessment took place for the existing center to identify unmet needs. A key finding of this study was that the recreation center currently functions more as a community center and recovers only 54 percent of its cost to operate. Recreation center facilities typically recover over 90 percent of their operating costs. The level of service was also quantified, as Pflugerville provides less than 0.3 square feet per resident. This is not unusual in a fast-growing city like Pflugerville, as it is sensible to time these types of improvements to the level and size of facility desired by the community. To support the current population, Pflugerville would need a facility between 60,000 and 80,000 square feet. The needs assessment calls for a 100,000 to 120,000 square foot facility to support a future 2030 population.

Even with construction of the planned new facility, geography will present challenges in

the future. While replicating recreation centers may not be necessary or sustainable, the needs for recreational programming should be considered with new City facilities even when the purpose of those facilities is not primarily recreation. For example, a new animal welfare facility could also include a flexible meeting space room or rooms that could host some recreation programs. Similarly, the City could work with other entities, such as the school district, emergency services district and Travis County, to incorporate such spaces with their future facilities through use of partnerships.

With parks and recreation being commonly cited by residents as a source of pride, and its increasing prominence with economic development prospects, it is critical Pflugerville's growing pedestrian and trail system, with its connectivity and accessibility presents an opportunity to differentiate Pflugerville in how it develops recreation

centers and serves the community.

As discussed in Chapter 5 Transportation & Mobility, Pflugerville has been able to provide its residents with a number of quality trails for many years. There are currently 43.65 miles of trails throughout Pflugerville, some of the favorites are those that run along Gilleland Creek and pass through several off the City's parks. Trail surfaces and widths vary. Most trail widths are 10', but there are some that are only 6'. Most segments (80%) are concrete, but there is a significant amount of decomposed granite in some areas like Lake Pflugerville and on the Heritage Loop Trail.¹

The most recent Trails Master Plan proposes adding an additional 57.728 miles of trails. The proposed segments along with the existing trails create a comprehensive trail network that provides routes to and from important destinations.

¹ <https://parks.pflugervilletx.gov/>



IN THE FUTURE

Pflugerville has demonstrated continuing dedication to long-range planning for parks and recreation by implementing the projects identified in the Parks, Recreation and Open Space Master Plan and pursuing the development of a Trails Master Plan & Parks Development Plan. The Parks, Recreation and Open Space Master Plan should be updated at least every five years. Such an update is occurring concurrent with this planning effort.

The future is bright for recreation facilities in Pflugerville, with the 2020 passage of a more than \$47 million general obligation bond to construct a multigenerational recreation center. This allows for implementation of the needs assessment from 2019. The planned recreation center should adapt to programming needs of the future. This includes offering a variety of activities not limited to physical, but also social, and outdoor activities. Recreation should incorporate smart technologies throughout the facility. This allows the City to understand how the facilities and its services are being used so that the facility and programming can respond to needs. It also improves the user experience, considering elements like how the facility can integrate with individual fitness tracking applications popular with users. Such technology can also communicate to users

how busy the facility might be, which supports not only time management but also how comfortable someone might be in the facility based on public health risks.

The new recreation center should embrace the wellness wheel and not just focus on physical wellness but also mental and environmental wellness allowing people to connect with nature. A focus on life-long activities like gardening, yoga, meditating, and art classes can ensure all age groups can participate and stay active later in life. The programming should also offer opportunities for all abilities. Also, the new multigenerational recreation center may represent a unique opportunity to accommodate a library branch or additional space for increased library programming. This can be accounted for in the initial design or for the future expansion to the facility.

A focus on equitable programming can enhance the programs that Pflugerville's Recreation Center already offers. Programming that is culturally relevant will draw a wide range of people and ensure they feel welcome in the community. A variety of programs for different age groups is beneficial as well. As the baby boomer generation ages, this group will need activities and services that meet their needs. The recreation center can offer programs that serve this audience as well as youth. The recreation center can offer a valuable opportunity to support

PUBLIC WORKS

The public works facilities are co-located with the main Wastewater Treatment Plant at 15500 Sun Light Near Way, adjacent to Northeast Metropolitan Park. A portion of the buildings containing offices are transitioning as a result of the expansion to the treatment plant currently underway. Two buildings were demolished and two other buildings were expanded on the northern edge of the site, including the public works office building.

The most recent new building on the site is the approximately 8,000 square foot Operations and Maintenance Facility, completed in 2018. It houses crews for various departments including parks and recreation, streets and drainage, and utilities. Construction of this building also included site planning for the overall site, though this should be reevaluated upon completion of the treatment plant expansion. A facilities master plan specific to public works is appropriate, as it can address unique needs like laydown yards, maintenance facilities for the wide variety of equipment deployed by the City, and adjacencies within the public works services.

The site is centrally-located with access to Pecan Street providing its main connection to arterials for service logistics. The geographic area of Pflugerville, particularly upon build-out, may warrant consideration of supplementary sites for staging of equipment and materials for efficient maintenance and operations. This is particularly relevant to parks maintenance, where it may be



Street repair



Wastewater interceptor

practical for placing equipment like mowers at their sites. The water plant near Weiss Lane appears especially well-located, though the priority on such sites should be their main function. This is where facility master planning, informed by the water master plan and wastewater master plan, can position Pflugerville for long-term, efficient and high-quality service delivery.



Public Works staff at a water plant

PFLUGERVILLE ANIMAL WELFARE SERVICES

TODAY

The Pflugerville Animal Welfare Services (PAWS) vision is to become a center of community involvement, where members of the public can do more than turn in strays and adopt animals. PAWS desires to become a center of support for the community, providing programs to educate residents, offering resources to encourage better pet owners and providing support for those who need it. Currently they have the following programs:

Pickets for PAWS. People donate new or used fence pickets in good condition to PAWS. Officers carry 3 or 4 on their trucks so they can patch a hole if a pet is loose because of a missing picket. They also allow residents to come to the shelter and get up to 10 pickets to patch their fence.

Pet Pantry. Many items donated cannot be used at the shelter, so residents who adopt are often able to choose from items such as a bed, bowls, collar, crate, food, or toys for the new pet. These items are free to people that need them as well if they stop by the shelter, and they also often have dog houses available for anyone who cannot afford one or needs to borrow one.

Group Volunteers. Small groups, usually up to 10 people, will volunteer as a group. These are usually people from various businesses that want their employees to give back by volunteering as a group, or other civic



Pflugerville Animal Welfare Services Facility

groups. Some projects are cleaning, painting, building or organizing an area, and some also come to bathe, walk or socialize dogs and play with and socialize cats.

Trained Volunteers. The shelter has regular volunteers who go through an orientation and mentoring to work with dogs or cats. The volunteers may go through additional offered training to help in specific areas, such as animal evaluations, play groups for dogs, behavior team to work with challenging dogs, becoming mentors for new volunteers, and training dogs basic skills.

Education Programs. Animal Services Officers teach various programs at the shelter and in the community on rabies awareness, bite prevention, and pet care. Shelter staff provide various training to tour groups of children and adults on shelter functions and

animal care. They work with schools and community groups to offer students, including special needs students, opportunities for good animal interactions and educational opportunities on animal care.

Kitty Café. PAWS partners with the Library to have cats and kittens at the Library for coffee and social time. The shelter delivers cats and supplies, and they stay at the Library for a couple of hours for this program, then return to the shelter.

AWOL Pet Program. PAWS encourages volunteers to do short term fosters, usually 2-3 days, with shelter animals that are having difficulty adjusting to shelter life. These volunteers are able to gather valuable information on how a particular animal behaves in a home while giving the animal a much-needed break from the stress of a

shelter. This information goes a long way in helping match the appropriate type of home a particular animal needs and often helps them get adopted faster.

Foster Fridays. Unlike the namesake, these are not always on Fridays. Various city departments ask to have a litter of kittens, a dog or other animal from the shelter to hang out in their office for a few hours. The shelter delivers the animals and supplies to the department and picks them back up. This allows animals to get out of the shelter environment into a different setting, helping them adapt and be more adoptable. This program could be broadened to include other businesses that would like to participate.

Microchip clinics. PAWS has partnered with rescue groups to provide free microchipping days in the community.

Doggy Day Out Program. Volunteers can take dogs on “field trips” during the day. The dog wears an Adopt Me vest and the volunteer has opportunities to engage with potential adopters. These are often trips to Lake Pflugerville, local parks, and farmers’ markets.

Adoption Events & Specials. Marketing and promotion of adoption specials and events helps provide exposure to the shelter animals up for adoption by maximizing non-traditional exposure opportunities. These may focus on individual long stay animals, or species or age specific animals.



IN THE FUTURE (PROGRAM EXPANSION)

The following are programs PAWS would like to expand.

Canine College. It is not unusual for someone to adopt an animal and return it due to an issue in the home that is not difficult to fix, but the adopter does not have the resources to accomplish. This program would offer support to adopters through training programs held at the shelter where adopters can come in with their new pet and receive obedience training and learn home manners and behavior modification, leading to a better behaved pet in the home and reducing returns.

Feline University. Volunteers and staff teach tricks and leash walking to cats, focusing on our long stay cats in an effort to make them more adoptable. We also invite residents to participate in these learning activities.

Apartment Complex Baby Bottle Program. Bottle baby kittens require round-the-clock feedings every two hours. This is a full-time job for someone wanting to foster a litter of bottle babies. This program would allow an apartment complex to participate, and the litter would rotate several times a day between participating residents, sharing the load between several households instead of one person having to commit to round-the-clock feedings.



Trunk or Treat Event in 2019

Long Stay Team Program. After a pet has been at the shelter for 30 days, a team of staff and volunteers meet to identify why that animal has not been adopted and create a training/marketing plan for that pet.

Personal Shoppers Program. Volunteers are designated as personal shoppers and are teamed up with potential adopters who are looking to adopt a pet with particular physical or personality traits. The volunteer keeps an eye out for a pet meeting this criteria to enter the shelter, and communicates directly with the potential adopter to let them know they should meet or apply for the animal.

Local Business Doggy Daycare Program. Local businesses commit to picking up and bringing back a long stay shelter dog or cat for a day spent in the office or workplace environment, allowing their

staff and customers to socialize with the animal. This allows the animal to destress from the shelter environment and potentially be adopted by someone who interacts with the animal at the business. Some people are reluctant to come to the shelter, so this brings the shelter to them.

Surrender Diversion Program. Many owners' pets have one or two issues that are causing problems in the home with their animal. Often these problems are resolvable with the right training and counseling with the current pet owner. Once the issues are identified, resources are offered to help keep the animal in the home.

Yard Assessment Program. An Animal Services Officer will assess a pet owner's yard and offer advice and resource options in cases where the owner's pet(s) are escaping or are worried they will escape.

Targeted Neighborhood Resource Programs. PAWS changed shelter and field operations software two years ago with the intent of using its capabilities to identify neighborhoods with high call volumes. Once identified and determining what type of high-volume calls are most prevalent, officers can set up neighborhood meetings and provide resources to help resolve the issues and reduce call volumes. These may range from microchip clinics to providing pickets, dog houses, low and no cost veterinary services, and pet health education.

Meeting Space for Parties & Classes. Often, parents and children are asking to have their birthday parties at the shelter and instead of receiving presents for themselves, they have attendees bring gifts for shelter animals. Everyone gets to interact with kid-friendly shelter dogs and cats and gets a tour of the shelter. Having designated staff and space to make this happen is needed.

Virtual Foster Program. A volunteer devotes themselves to a particular long stay shelter pet and creates marketing for that pet, takes them to adoption events, and helps promote their adoption.

Heels on Wheels. This program is for scheduled check-ins with seniors and disabled home bound residents that may need help to ensure the welfare of their pets. Volunteers can provide nail trimmings, baths, basic grooming and flea/tick preventatives.



IN THE FUTURE (FACILITIES)

The following are facility needs and improvements for PAWS.

Expansion/ Improvement

A new adoption building is needed to provide improved adoption space to adoption dogs and cats, improved quality of life standards for animals in our care, and a more modern, inviting space for members of the public. The shelter has four buildings that were adapted from the Public Works Department, the site's use prior to PAWS. The current office space is inadequate and more space is needed.

Facilities operate in capacities beyond for which they were designed which impacts efficiency, animal care and health, and creates limits on the shelter's ability to expand programs and services. A training room is now used for staff offices resulting in a lack of space to perform group training for staff and volunteers. The dog adoption building has temporary raised kennels that are difficult for old dogs to get into, requiring an 18" jump into them, and are difficult for staff and volunteers to safely maneuver in and out of the kennels with dogs. Those kennels are also smaller (by half) than every kennel in the dog stray/intake building. The dog adoption building was revamped from a garage and was supposed to be temporary, until a new shelter could be built, but that building has now been utilized for six years. As a result, visible signs of stress are evident in long-term stay animals in the adoption rooms which impacts



PAWS facility is shown to the east of the neighborhood

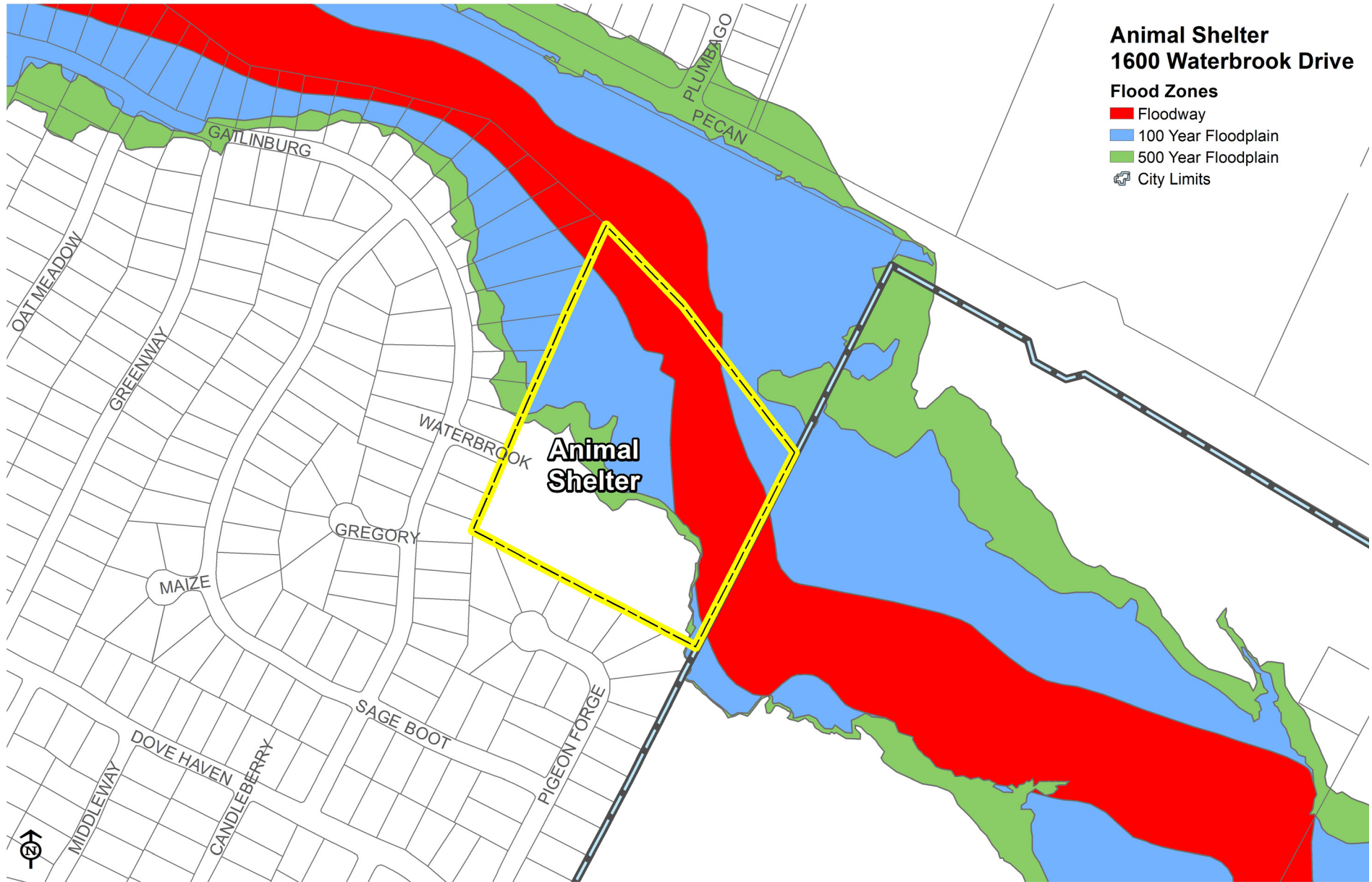
dog behavior and adoptability. Beyond quantifiable capacity issues, the high stress environment leads to many dogs developing negative behaviors due to prolonged chronic stress. A new adoption building will include indoor/outdoor kennels allowing dogs to make the choice of being inside or outside, and provide natural light and more space to lower stress levels on dogs. Lower stress means better behavior, improved safety for staff and volunteers, and faster adoption of animals.

The shelter sits on city property that includes a beautiful, wooded area with a large creek. Clearing brush and creating safe walkways to access the creek would be inviting for the public, and very enjoyable for volunteers and dogs to visit and play in the creek. Hike and bike trails could be developed to connect to other existing nearby trails and enhance

visibility of the shelter to trail users.

The shelter sits in the back of a neighborhood with challenging access on a local street. Access to the property could be improved by creating an entrance at Pecan Street through the City property (requiring a culvert or bridge to cross the creek). When the shelter hosts large events, like Trunk or Treat, where about 2,000 residents come to the shelter to participate in festivities for a few hours, the neighborhood is impacted by the high traffic volume and lack of parking. Changing access can provide a safer route to reduce impact on the neighborhood. However, development of the existing site is limited by the floodplain shown in Map 7.2.

Map 7.2. PAWS Site in Floodplain



PFLUGERVILLE INDEPENDENT SCHOOL DISTRICT

TODAY

Although education is not tied to the aesthetic or physical characteristics of Pflugerville, it plays a significant role in the identity and image of the community. The quality of the community's educational system has the potential to impact the local economy by making Pflugerville attractive to new residents, businesses and employers. For many families, the quality of the City's public schools are a major contributing factor in a family's decision on where to live. As a result, education is an important element in the quality of life for Pflugerville residents, and the City should carefully cultivate and maintain relationships with education providers.

The public schools in Pflugerville are part of the Pflugerville Independent School District (PfISD). The area includes high performing high schools.

PfISD serves approximately 95 square miles and over 27,000 students. It includes all or part of five municipalities in addition to Pflugerville: Austin, Coupland, Hutto, Manor and Round Rock. In addition to the three high schools above, Connally High School is located in Austin, and PACE High School serves as an alternative campus. The district has six middle schools across the district, along with 21 elementary schools (and 19 pre-schools).

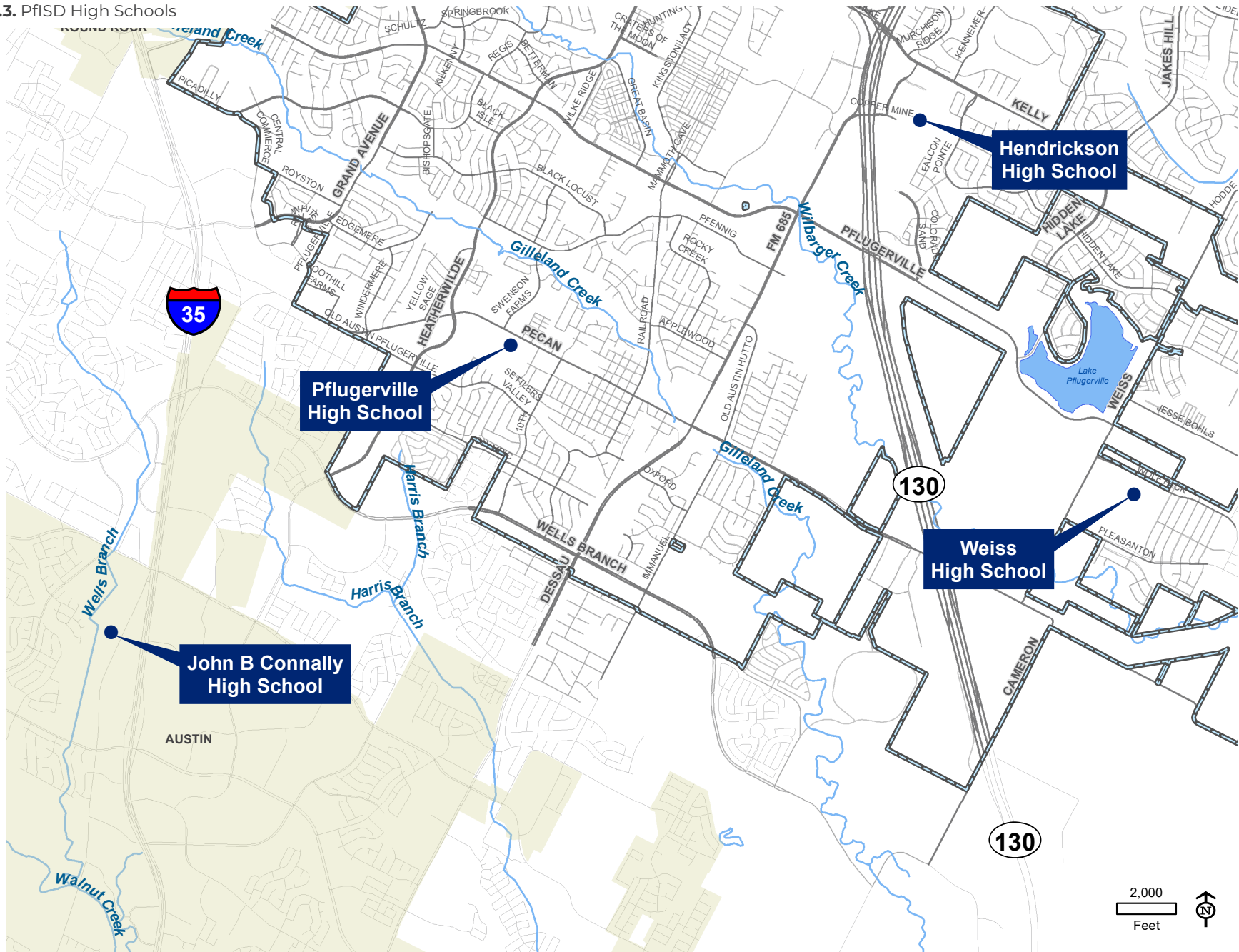
IN THE FUTURE

Education plays a critical role in securing economic and social progress by increasing productivity and creativity, promoting entrepreneurship, and fostering a skilled workforce. The quality educational opportunities available in Pflugerville are a tremendous asset that should be preserved and used to the community's advantage.

With Pflugerville's growth, it is critical for the City and school district to work together collaboratively in identifying appropriate school sites. This should, to the maximum extent possible, be integrated into the development and subdivision process.

When schools are planned as part of neighborhood developments, careful thought and attention should be paid to how the school integrates with the neighborhood and how the neighborhood connects with the school. Proper design can result in significant increases in percentages of students walking or biking to school, and reducing peak-hour traffic issues while simultaneously boosting sense of community and public health outcomes. At the same time, such approaches can improve equity and also reduce transportation costs (for families and the school district). There are also opportunities to work together, particularly regarding recreational facilities, playgrounds and similar facilities.

Map 7.3. PfISD High Schools



COMMUNITY FACILITIES AND PUBLIC SERVICES GOALS, POLICY STATEMENTS, AND ACTION ITEMS

COMMUNITY FACILITIES AND PUBLIC SERVICES GOALS, POLICIES AND ACTION ITEMS

1. Ensure community facilities and public services sufficiently fulfill the needs of community and provide high-level of services to residents as the City grows.
 - 1.1. Develop a Facilities Master Plan and update periodically to meet the needs of the community.
 - 1.2. Plan for future expansions and natural service breaks for facilities (when a service should either separate into a new facility or into an expansion, allowing other services within the facility to expand to accommodate the needs of all services).
 - 1.3. Consider the inclusion of multipurpose or multi-use space in new facilities.
 - 1.4. Include additional conduits, accessible tracks and drops, and other low-cost design methods to ensure connectivity to support technology of the future.
 - 1.5. Consider a public-private partnership to provide an opportunity for the community to develop new facilities and infrastructure, which can be a catalyst for community development and redevelopment.
2. Ensure the City Hall facility meets the needs of the community as the City grows.
 - 2.1. Use the key design principles for city facilities to guide development of the future City Hall.
3. Ensure the Justice Center and police services meet the needs of the community as the City grows.
 - 3.1. Expand the existing Justice Center to meet current and future facility needs.
 - 3.2. Evaluate possible locations for a new substation and training facility in eastern City Limits and ETJ.
 - 3.3. Evaluate a new police department and training facility within the future City Hall complex.
 - 3.4. Build technology infrastructure to support the efficiency of field operations. This may include placing Wifi hotspots at strategic locations like what is done at the library, parks, and other facilities to provide workspaces in the field.
 - 3.5. Increase and expand upon programming, educational initiatives, and other public services focusing on community relations, health and safety, youth education and services, volunteer opportunities and training, crime prevention, victim services, and public assistance.
- 3.6. Partner with PfISD to expand youth programming and educational initiatives.
- 3.7. Consider partnering with local organizations, non-profits, and other government agencies to support the Police Department's programming, education, and community outreach efforts.
- 3.8. Increase coordination and community outreach efforts with homeowners' associations.
- 3.9. Heighten crime prevention and expand community engagement activities to work towards becoming the safest city in Texas.
- 3.10. Increase leadership and professional development training for supervisors.
- 3.11. Increase training at the officer level in de-escalation techniques, crisis intervention, use of force, tactical response, and less lethal methodology.
- 3.12. Increase the number of police officers based on calls for service, obligated and unobligated time along with the overview of total services offered by PD.

4. Ensure the Library and its services meet the needs of the community as the City grows.

- 4.1. Expand support for small businesses.
- 4.2. Continue efforts related to workforce development including training, education, support, and services.
- 4.3. Build new and expand existing partnerships – PCDC, Workforce Solutions, Chamber of Commerce, local schools, community colleges, etc.
- 4.4. Leverage partnerships with organizations to encourage an expansion of services in the community.
- 4.5. Provide training and access to new technology/software.
- 4.6. Increase knowledge of the services and resources we offer through expanded marketing.
- 4.7. Expand coworking space and meeting room space within the library and potential branch locations for small business owners and other non-traditional workers, expand in-house services for those who utilize library space for these purposes.
- 4.8. Develop plans for new branch(es), new library facility or expansion of current facility and other ways to extend reach like book mobiles, book

vending machines, book lockers etc., especially toward the growth in the east. Consider that while the growth is primarily to the east, the need for services from lower income members of the community might be in other areas of the City.

- 4.9. Expand the size of the collection to find appropriate balance between physical items and electronic resources.
- 4.10. Stay in tune with community interests and needs to provide programming for everyone, all interests, age groups, backgrounds, etc.
- 4.11. Ongoing evaluation of Meeting Room/ Study Space needs of the community, incorporate meeting these needs in plans for new branches/facilities.
- 4.12. Growth of Heritage House Museum with eye toward establishing it as a Local History and Genealogy Center.
- 4.13. Work with other City departments and organizations to help preserve historically important buildings and sites in the surrounding area.
- 4.14. Expand ongoing partnership with PfISD to help meet student needs.
- 4.15. Expand Pfab Lab (makerspace) and related hands-on maker programming to meet growing demand from library users.

- 4.16. Expand outreach into areas disconnected from or unaware of library offerings, look at options like a book mobile or book lockers to extend our reach with maximum flexibility.
- 4.17. Continue focus on telling everyone's story through our local history work.
- 4.18. Be inclusive in staffing and in promoting the library/information science field to those in underrepresented populations within the profession.
- 4.19. Continue offering inclusive collection and programming that represents everyone.
- 4.20. Continue to provide and expand services to underserved populations.
- 4.21. Provide access to technology and review technology needs of the community and within library facilities and adjust accordingly.
- 4.22. Include services (inside and outside the library) that will make things more accessible to those with disabilities.
- 4.23. Continue building a multi-lingual collection that reflects the diversity of the community.
- 4.24. Expand ESL and immigrant-related services to help connect individuals with our community.

- 4.25. Support the LGBTQIA+ community through displays, programs and the collection of materials.
- 4.26. Maintain the library as a place where the entire community comes together, including regular equity, diversity, and inclusion training for library staff.
- 4.27. Continue to encourage reading by all age groups.
- 4.28. Continue support for early childhood development and literacy with programming and resources.
- 4.29. Build social and emotional learning skills in children and young adults through programming.
- 4.30. Expand staff training in the area of mental health support related to providing assistance to the public.
- 4.31. Provide the community stress relief through entertainment and activities.
- 4.32. Expand partnerships with health services providers (We Are Blood, Austin Public Health, etc.).
- 4.33. Maintain library facilities as a safe space for everyone to use.
- 4.34. Explore offering additional social service support for the community.
- 4.35. Continue to expand programming and resources related to gardening and promoting sustainable food sources.

- 4.36. Find additional ways to utilize the City's parks and trails (bird watching programming, storywalk, outdoor storytimes, etc.).
- 4.37. Seek out additional funding sources through corporate sponsorships and other giving campaigns.
- 4.38. Continue to work with the Friends of the Library as a way to help fund and support library programs.

5. Ensure parks and recreation facilities and programming meet the needs of the community as the City grows.

- 5.1. Develop and maintain a Parks and Recreation Master Plan every 10 years with an update every 5 years in order to account for any growth and development and plan for the redistribution of equity with parks and open space across the city.
- 5.2. Develop an integrated trail master plan in conjunction with the City's Thoroughfare Plan, allowing trails to be an alternative option for travel through the city and ensuring for all modes of accessibility and connectivity of parks, schools, and community facilities are located in areas accessible within the trail network.
- 5.3. Implement the key recommendations from the Pflugerville Senior and Recreation Center Needs Assessment.

- 5.4. Support efforts to incorporate Pflugerville's history, agricultural heritage, and multicultural identity into parks, trails, and facility improvement projects.
- 5.5. Support efforts to incorporate art, including sculptures, into parks, trails, and facility improvement projects.
- 5.6. Consider partnerships with homeowner' associations to maintain neighborhood public parks.
- 5.7. Consider the development of community and regional sized public parks near retail, plazas, and other development.
- 5.8. Prioritize the acquisition of land for the development of parks, trails, and amenities in areas that are underserved.
- 5.9. Enhance and revitalize existing parks so that they are better utilized by the public they are serving.
- 5.10. Ensure access to parks, trails and amenities are equally distributed throughout the City and are of similar size, offering, and condition.
- 5.11. Ensure all parks are accessible and safe for people with all types of physical abilities.

5.12. Expand and enhance the recreational programming experience for youth, teens, adults, seniors and families that provides quality of life to its consumers and is considered a competitive offering in the market.

5.13. Continue to offer and increase scholarship opportunities for programming and recreation center memberships for low-medium income families and individuals.

5.14. Consider subsidizing programming for youth sports, people with disabilities and wounded warriors.

6. Ensure Pflugerville Animal Welfare Services meet the needs of the community as the City grows.

6.1. Expand the following programs: Canine College, Feline University, Apartment Complex Baby Bottle Program, Long Stay Team Program, Personal Shoppers Program, Local Business Doggy Daycare, surrender Diversion Program, Yard Assessment Program, Targeted Neighborhood Resource Program, Meeting Space for Parties and Classes, Virtual Foster Program and Heels on Wheels.

6.2. Expand and improve the PAWS facility.

7. Ensure City sponsored events and gatherings meet the needs of a diverse community as the City grows.

7.1. Provide events, programming and gathering places that serve a diverse population.

7.2. Expand upon programming and educational events that incorporate Pflugerville's history, agricultural heritage, and multicultural identity.

7.3. Ensure City-wide events and programming promote diversity, cater to people from all backgrounds, and are accessible to all residents.

7.4. Consider opportunities to partner with local organizations and businesses in hosting city-wide events to ensure responsible spending.

7.5. Create a robust volunteer network to assist the City in hosting events and programming. Volunteerism within the community supports the desire to maintain the "small town" feel by connecting people and providing them with a sense of purpose and link to the community.

7.6. Continue to support cross-promotional departmental programming and events to support connecting more residents with City services.

7.7. Encourage events and educational programming that promote physical and mental health.

7.8. Encourage educational programming around environmental sustainability and how to be a good steward of the land.

7.9. Expand upon educational and recreational programming in the parks and trails system.