



Angelina County is at an exciting crossroad in her history as we implement our Vision for the next 10-20 years. Based on input from over 2,000 residents of the County, we have developed a Vision for where we should head in six foundational areas: education, economic development, quality of life, government, infrastructure and private sector leadership.

I invite you to read and study this Vision and to volunteer to help make this Vision a reality. If you haven't done so already, we invite you to complete the Vision Partner form on page 32 to indicate your commitment to help with implementation.

I look forward to our working together to achieve Vision 2020.

Best regards,

Jane D. Ainsworth
Chairman
Angelina County Vision 2020



March 7, 2006

STEERING COMMITTEE FINAL DRAFT

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CASE FOR CHANGE

The *ANGELINA COUNTY VISION 2020* Task Force of more than 100 individuals considered the following issues or trends, the input from the Focus Groups and Community Meeting, other data and their own experiences in developing the Vision. A summary of the target measurement for the following four areas appears in the key benchmarks (see page 13)

1. Achieving Metropolitan Statistical Area (MSA) status

Advantages of being an MSA include:

- **Increased visibility in marketing Lufkin/Angelina County for job creation. Lufkin would appear on all maps of metro areas in the US, and more data would be readily available for companies searching for expansion and relocation opportunities.**
- **A designated Federal Government Community Development Block Grant (CDBG) allocation. Currently Angelina County has to compete with eleven other counties for CDBG funds and has problems because other rural counties have greater perceived needs.**

In 2002, the US Office of Management and Budget designated Angelina County as the “Lufkin Micropolitan Statistical Area” (Micro SA). This new designation—Micro SA—was created to capture large counties with an “urbanized cluster” between 10,000 and 50,000 population. Being named a Micro SA has increased the visibility of Lufkin and Angelina County to the wholesale and retail trade sectors and others with relocation needs. There are 573 Micro SA’s in the United States. Lufkin has the highest population of the 42 Micro SA’s in Texas.

Lufkin’s visibility and economic opportunities could be further enhanced by being designated a Metropolitan Statistical Area (MSA). There are 361 MSA’s in the US and 25 in Texas. MSA’s may include multiple counties when there is a high degree of economic and social integration within the region. The 25 Texas MSA’s include 77 counties.

Metropolitan Statistical Areas (MSAs) are designated by the US Office of Management and Budget (OMB). Their revised standards issued December 27, 2000 defined an MSA as “a densely settled concentration of population, comprising an urbanized area of 50,000 or more population” An urbanized area is described as a “statistical geographic entity defined by the Census Bureau, consisting of a central place(s) and adjacent densely settled territory that together contain at least 50,000 people, generally with an overall population density of at least 1,000 people per square mile.” <http://www.census.gov/population/www/estimates/metrodef.html>

The Census Bureau issued new rules for defining Urban Areas March 15, 2002. The rules are fairly complicated, but they include the following characteristics:

- 1) City boundaries are not a part of the criteria
- 2) Contiguous Census Block Groups (BGs) of at least 1,000 people per square mile. (Census BGs will contain less than two square miles.)

- 3) Other contiguous Census BGs with at least 500 people per square mile
- 4) Other rules that are somewhat complicated including criteria to hop or jump to non-contiguous Census BGs

Based on this criteria and the 2000 Census, the Lufkin Urbanized Cluster had 38,726 population with 30.7 square miles and a population density of 1,263 people per square mile. The Lufkin City population was 32,709 in 2000.

Source: <http://www.census.gov/population/www/censusdata/ur-def.html>

An Urbanized Cluster (UC) is under 50,000 in population and an Urbanized Area (UA) is over 50,000 in population.

An example:

Dalton, Georgia had a 2000 city population of 27,912, but a Dalton UA population of 57,666 people and a population density of 1,060 per square mile. Their county population was 83,525. The Urbanized Area was 54.4 square miles. They were named an MSA in 2003 along with an adjoining county.

In summary, Angelina County has to have 50,000 in a mostly contiguous area of about 50 square miles to qualify for MSA status.

2. Income Growth

Income growth for residents of Angelina County is important because:

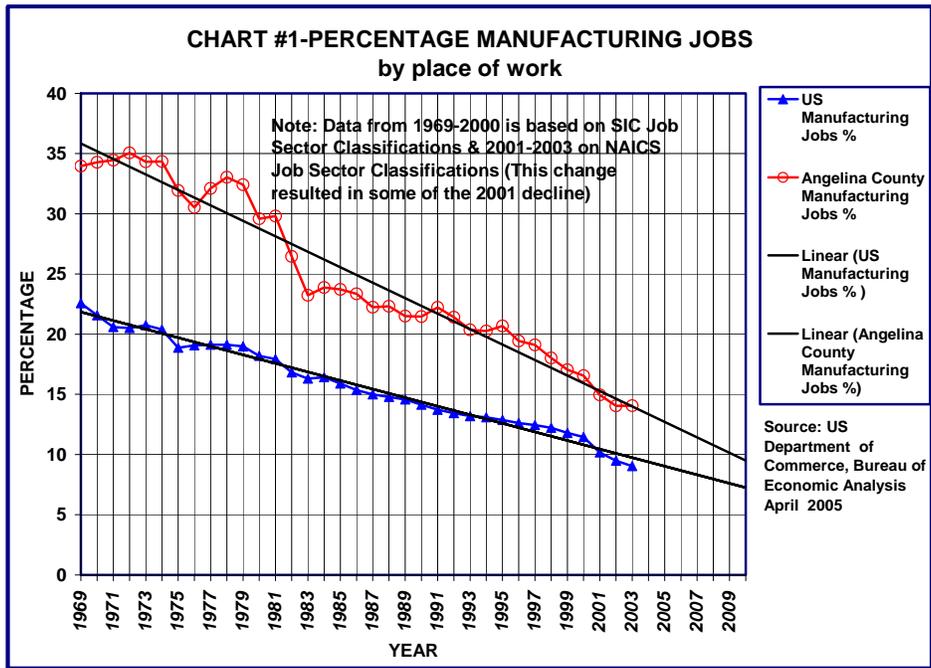
- **Our relative standard of living declines when our annual income growth rate is less than the US and Texas rates of growth.**
- **Lack of higher income job opportunities results in our best educated young people moving to higher income areas.**

From 1990 to 2003 Angelina County's annual % change in average earnings per job was 3.4%-- compared to 3.7% for the US and 4.1% for Texas.

In resolving the Income Growth Key Benchmark, The Task Force considered:

- Manufacturing Job Growth, Scenario #1 (see the Scenarios in the Vision Task Force Notebook or on www.angelinacountyvision2020.com) While the number of manufacturing jobs in Angelina County has remained relatively flat, manufacturing jobs as a percentage of the total jobs in Angelina County have dropped significantly. From 1969 to 2003, Angelina County manufacturing jobs declined an average of 6 percentage points per decade from 34% in 1969 to 14.1% in 2003. During this period, the US declined an average of 4 percentage points per decade. The trend line for Angelina County is 9% in 2010 and the US is 7%.

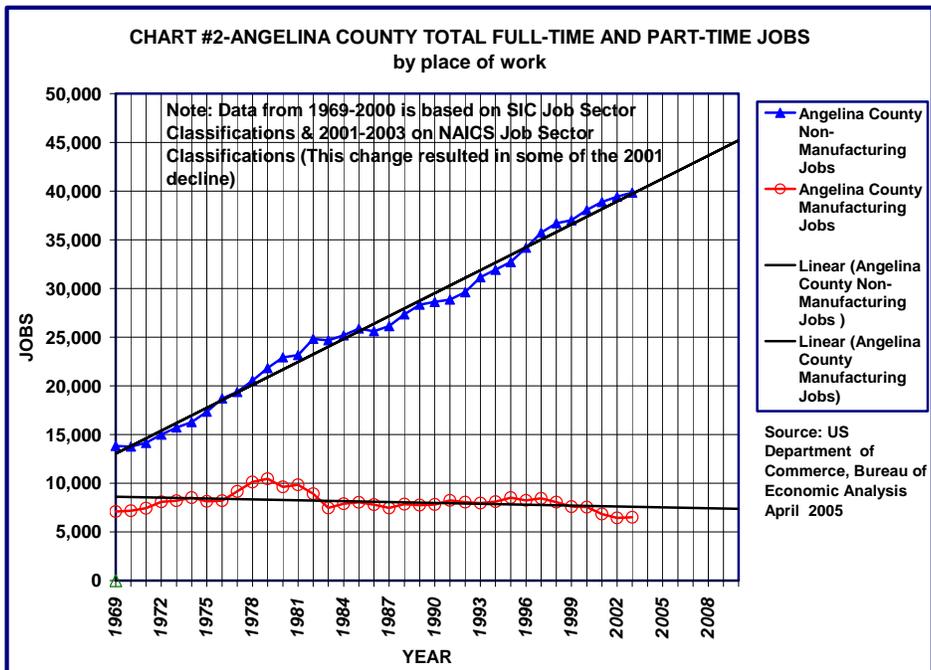
Why is this decline important?—because in 2003 Angelina County manufacturing average earnings per job were \$56,223, while average earnings for all non-manufacturing jobs were \$29,282. (See Chart #1 on the next page-Data source: US Department of Commerce, Bureau of Economic Analysis; earnings include benefits.)

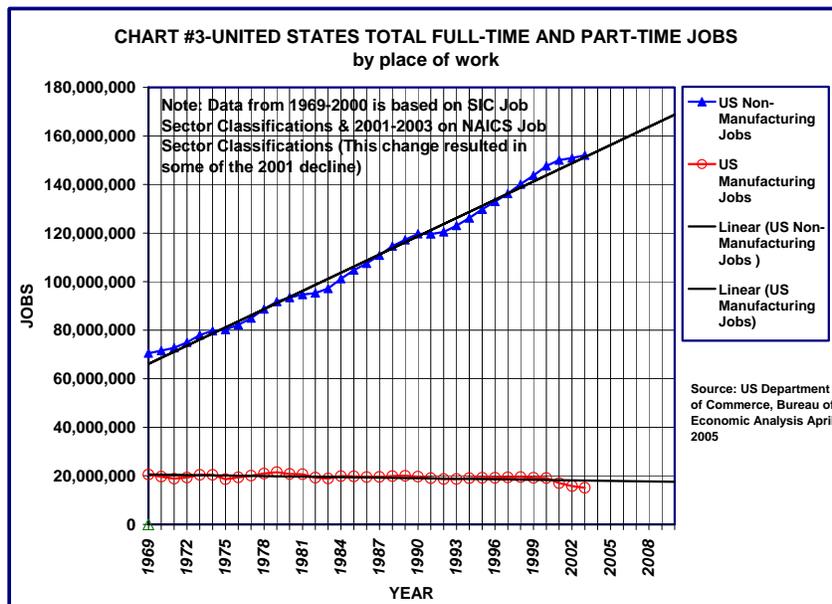


A major reason for the decline in the percentage of manufacturing jobs in Angelina County and the US is the large increase in non-manufacturing jobs. Between 1969 and 2003, non-manufacturing jobs increased 188% in Angelina County and 116% in the US. During the same period, Angelina County manufacturing jobs declined 8.4% (26.4% in the US). (see Chart # 2 and #3 below)

A second reason for the decline is that manufacturing productivity gains have been increasing at a higher rate than non-manufacturing productivity gains. These productivity gains result in more manufacturing output with fewer jobs.

A third reason is the outsourcing of jobs to China, India, and other countries.





- The changing global economy and its impact on education requirements (See Scenarios #3 & #7) The global economy has changed dramatically as (a) the three billion workers in China, India, Russia, Eastern Europe, Latin America, and Central Asia are now able to participate more freely in the global economy, and (b) the technology revolution of the last 40 years has made it possible to communicate almost instantaneously and inexpensively anywhere in the world. (To better understand these changes, you may want to read The World is Flat by Thomas L. Freidman, and see Scenario #7)

The competitive advantage for the US over these 40 years has shifted from brawn to brains. In 2000, 28.7% of Angelina County residents age 25 and over did not have a high school diploma or GED, compared to 19.6% in the US. The average earnings for these workers are \$22,200 per year.

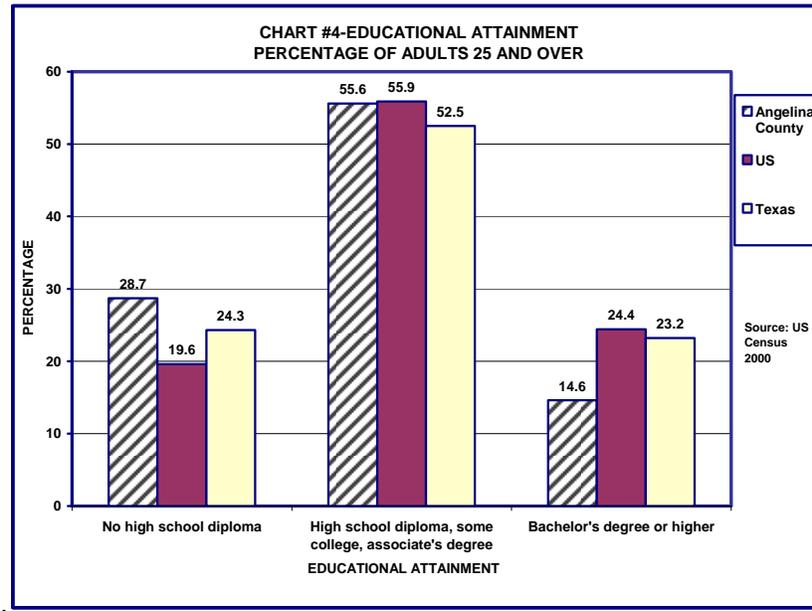
Angelina County high school graduates and those with some college, no-degrees and Associate Degrees make up 56.6% of the population--very close to the US average at 55.8%. Their incomes vary from \$30,084 to \$37,482.

Only 14.6% of Angelina County residents have a “Bachelor’s Degree or Higher”—significantly below the US average of 24.4%. Average income for this group is \$60,939. Levels of education attainment for Angelina County, Texas and the US are shown in Chart #4 below.

In the September focus groups in Angelina County, we were told that Angelina County does not have enough high-paying jobs for young people with a Bachelor’s degree to keep our best educated young people if they want to stay. Angelina County bears a tremendous cost in exporting these educated young people to other cities like Houston, Dallas and Austin.

About 1,225 Angelina County residents reach age 21 each year (wherever they live at that time). If 20% of these young people earn a Bachelor’s Degree and leave

Angelina County for a higher paying job, the cost to Angelina County would be 245 young people at \$306,546 each which equals about **\$75 million per year**. The locations receiving Angelina’s best educated young people receive our young people FREE. (see Scenario #3)



➤ Angelina County’s expansion as a regional hub (See Scenario #4)

Eight counties border Angelina County. The total 2004 population of Angelina County plus these other 8 counties is 339,215, an increase from 330,924 in 2000. Angelina County is the wholesale and retail trade and health-related job sector hub of this region. The eight counties are Cherokee, Houston, Jasper, Nacogdoches, Polk, San Augustine, Trinity and Tyler.

In Angelina County, wholesale and retail trade, transportation and warehousing provide 18.5% of jobs compared to 17.9% in the US. These sectors have 8,587 jobs with average annual earnings per job of \$35,868. In Angelina County, healthcare and social assistance provide 14.6% of jobs—much greater than the 9.9% of jobs in the US. This sector has 6,764 jobs with average earnings per job at \$31,416.

➤ A short-term and long-term strategy for job and earnings growth (See Scenario #9)

Should Angelina County adjust its thinking to be more receptive to job growth in lower-paying jobs in the short-term? By shifting thinking, Angelina County could continue aggressive job growth in the short-term while building stronger foundations for higher-paying jobs in the new global economy.

Angelina County could improve its long-term position by pursuing the following possibilities:

1. Develop a Multi-Institutional Education Center
2. Further expand as a regional medical, wholesale and retail hub
3. Achieve MSA (metropolitan statistical area) status
4. Attract high-income retirees

5. Expansion of start-up companies that sell service or products outside Angelina County
6. Expedite planning and/or construction of I-69 corridor

After considering these four issues, the Task Force decided that it was appropriate to have a short-term AND a long-term approach for both income and job growth.

From 2006-2011 the Task Force recommended focusing on short-term job growth while creating stronger foundations for long term earnings growth. Therefore the Task Force set a Key Benchmark for Angelina County during 2006-2011 to “meet or exceed the 13-year trend of 0.7% below the Texas annual percentage earnings per job growth.”

From 2011 to 2016, the Key Benchmark for earnings per job would be “to target Angelina County annual percentage earnings per job growth to grow at the Texas average rate.”

3. **Job Growth**

Job growth in Angelina County is essential in order to:

- **Provide opportunities for our young people to stay in Angelina County**
- **Strengthen Angelina County’s position as the regional hub**
- **Compete in the Texas, US and global economies**
- **Adjust to the shift from manufacturing to service sector jobs**

9

From 1990 to 2003 Angelina County job growth was 1.9% per year compared to 1.4% for the US and 2.2% for Texas. Angelina County had an average annual increase of 861 jobs between 1990 and 2003.

In alignment with the earnings growth discussion, the Task Force set the 2006 to 2011 Key Benchmark for job growth at 0.7% above the average for Texas

From 2011 to 2016 the Key Benchmark would be to target job growth at the Texas annual rate.

4. **Education**

Education is important because:

In the new global economy, earnings per job in Angelina County are directly related to educational achievement. In the 2000 Census, Angelina County had 10% fewer individuals with a Bachelor’s degree or higher and 9.2% more individuals without a high school diploma than the U.S.

- Increase % of population age 25 and over with a Bachelors Degree (see Chart #4)
- Increase K-12 graduation rate and education achievement

Preliminary 2005 AYP results for Grades 3 through 11

	<i>READING</i>	<i>MATHEMATICS</i>	<i>GRADUATION RATE 9-12</i>	<i>2004 # GRADUATES</i>
<i>Lufkin</i>	81%	78%	85.7%	448
<i>Hudson</i>	88%	85%	91.7%	133
<i>Huntington</i>	83%	81%	86.6%	123
<i>Diboll</i>	84%	74%	85.0%	102
<i>Central</i>	83%	82%	83.2%	80
<i>Zavalla</i>	74%	59%	81.3%	13

*Source: Texas Education Agency website
'No Child Left Behind' data*

- Increase skills and career education training

PRIORITY ISSUES IN 2005

The 150 participants in the October 27, 2005 Community Meeting selected their Top Ten Priority issues to be addressed in the Vision Process.

Priority Issues

1. Education
2. Economic Development
3. Quality of Life
4. Human Services/Health/Drug Abuse
5. Government
6. Community Infrastructure
7. Medical
8. Tourism
9. Recreation
10. Demographics

Addressed In

Education
Economic Development
Quality of Life
Quality of Life
Government
Infrastructure
Quality of Life
Economic Development
Quality of Life
Quality of Life

At the October 27, 2005 Community Meeting, the participants identified 368 issues to be considered by the Vision Task Force. The 368 issues were summarized and ranked by the ten breakout groups and were then combined to form the Top Ten Issues.

The 368 issues were assigned to one of the six foundations and were provided to the Vision Task Force as input during the discussion on each foundation in November and December 2005. The Vision Task Force also considered input from over 100 focus groups participants. The Vision Task Force distilled the issues into 77 strategies contained in this Draft Vision. Many of the issues discussed but not included in the Draft Vision will become “Action Steps” during the implementation process which will begin in March, 2006.

LONG-TERM VISION

OUR VISION

Before 2020 Angelina County will:

- Have an educational system with high expectations that drives both jobs and incomes through creation of a balanced mix of career, technical and professionally trained citizens.
- Identify economic development niches with competitive advantages and pursue a multi-faceted economic development program that will enhance and diversify the economy and ensure an optimal quality of life
- Become an innovative, energetic, and inclusive community with a common sense of pride and shared commitment to excellence—Quality of Life
- Have proactive government that serves the needs of its citizens and helps ensure our growth as a vibrant regional hub.
- Have the necessary infrastructure to support continued growth and to provide for an enhanced quality of life through a proactive maintenance and improvement program
- Demonstrate private sector leadership across a representative range of demographic groups that promotes continuously advancing economic prosperity, education and quality of life for Angelina County residents

OUR CORE VALUES

Core values are character traits that guide in daily decisions. These five Core Values were identified through a series of balloting among all members of the Vision Task Force and were selected from an initial list of 72 proposed core values:

Faith in God
Family Values
Integrity
Excellence
Responsibility

KEY BENCHMARKS

The Key Benchmarks for Angelina County will be the driving force for the Vision 2020 process and will be used to measure our progress annually. To achieve these Benchmarks, residents of Angelina County will need to work together in unprecedented ways on the strategies in each of the six interdependent foundational areas:

- Education
- Economic Development
- Quality of Life
- Government
- Infrastructure
- Private Sector Leadership

The Benchmarks below will provide us with a way to measure our success. Each year when we are successful, we can celebrate. Or, when we fall short of the Benchmarks, the Vision Partners will need to review, revise and refocus their action steps to achieve the Benchmarks the following year.

1. **Achieve Metropolitan Statistical Area (MSA) by 2013 (based on the 2010 Census)**

In the 2000 Census, the Lufkin urban area population was 38,726 in an area of 30.7 square miles with a density 1,263 people per square mile. The area included parts of Lufkin, Hudson and unincorporated Angelina County. To qualify for an MSA in 2013, the Lufkin urban area must have a population of more 50,000 in the 2010 Census in a mostly contiguous area of not more than 50 square miles.

2. **Income Growth**

Between 2006-2011, increase Angelina County's average earnings per job at an annual rate 0.7 percentage point below the Texas rate—the same gap which existed from 1990-2003. From 2011-2016, achieve income growth that matches the Texas rate of growth in earnings per job.

3. **Job Growth**

From 2006-2011, increase Angelina County jobs at an annual rate 0.7 percentage point above the Texas rate. Between 2011 and 2016, target job growth that will match the Texas rate of growth.

4. **Education**

A. Population age 25 and over:

- By 2010 decrease the gap in population “without a high school diploma” to within 5 percentage points of the US average. (In the 2000 Census, the Angelina County population age 25 and over “without a high school diploma” was 28.7% compared to 19.6% for the United States-- a gap of 9.1 percentage points.)

- By 2020—increase the population “with a bachelor’s degree or higher” to within 5 percentage points of the US average. (In the 2000 Census, the Angelina County population age 25 and over “with a bachelors degree or higher” was 14.6% compared to 24.4% for the United States—a gap of 9.8 percentage points.)
- B. Increase the K-12 education achievement rate in reading and mathematics to an “adequate yearly progress” rate of greater than 90% and a high school graduation rate of greater than 90% before 2012.
- C. Increase skills and career education training.
- Increase % of high school students taking career and technology classes.
 - Others to be determined

MID-TERM STRATEGIES

The Building Blocks that Support Our Long-Term Vision

I. EDUCATION

VISION

Before 2020, Angelina County will have an educational system with high expectations that drives both jobs and incomes through creation of a balanced mix of career, technical and professionally trained citizens.

STRATEGIES

A. K-12

1. **Expect¹ all of our young people to graduate from high school ready to go to work or attend a college or university. Provide remediation immediately at each grade level to ensure that students stay on track. Motivate all students to achieve at the highest level possible.**
2. **Expect parents to be mentors and role models for their children. When parents cannot fulfill this role, community organizations including businesses, civic clubs, faith-based organizations, retirees, higher level students, and others will ensure that every student that needs a mentor will have one.**
3. **Provide career academies² that prepare students for meaningful careers and provide the foundation for the next level of skills training and education. Enlist business/school partnerships that clearly help with the skills required for specific Angelina County job sectors and provide internships, field trips to businesses, apprenticeship programs and other programs.**
4. Increase emphasis on math and science beginning at an early stage.
5. Ensure that our young people graduate with basic life skills.
6. Provide recognition and emphasis for academic achievements that parallel or exceed recognition for sports.
7. Expect the community, parents and school boards to support the administration and teachers as they provide the discipline required for a safe learning environment.

¹ The highest priority strategies resulting from balloting by the Vision Task Force are in bold.

² Career Academies are high-standards themed schools within public high schools. Career academies have significant employer- and higher education- involvement. Research shows that career academies will improve educational outcomes and graduation rates while decreasing absenteeism and discipline problems. Graduates of career academies are much more likely to continue education and secure high wage employment.

8. Recognize the importance of standardized testing for improving educational quality and learn to work within the system while achieving all our educational strategies.
9. Expect parents and churches to teach sex education to teenagers. However, if parents and churches do not fulfill this role, expect sex education to be taught at school.
10. Encourage and enable people with special skills and training to teach in the school system.
11. Ensure continuous improvement, increased productivity and education processes that achieve academic excellence.
12. Provide students entering the ninth grade with resources to determine possible career track(s) and thus influence class schedules.

B . Higher Education

1. **Create a Multi-Institutional Teaching Center in Angelina County that involves UT, Texas A&M, SFASU, and other educational institutions that would offer Bachelor's, Masters, and PhD level curriculum in Angelina County. Distance learning could be a component. A focus should be on opportunities for adults to continue their higher level education.**
2. Increase the number of slots available for nursing students at Angelina College to meet local requirements for these high paying jobs. Provide the incentives required to recruit and retain qualified teachers and expand the clinical facilities.
3. Attract more male students at Angelina College. (currently 64% female, 36% male)

C. Skills training and Life-Long Learning

1. **Increase productivity potential of young people and adults through education and skills training in alignment with employee and market needs. Ensure skills training is available to replace retiring or laid-off workers and provide workers for new businesses that are relocating, expanding, or starting up. Employers should help educators and employees understand and respond to skill sets required for advancement.**
2. **Provide training for parents with emphasis on changing attitudes, increasing communications, providing discipline, building character, and ensuring quality family time that will result in stable families and parenting skills. Help parents to understand the competitive nature of the global economic system and the fact that continually increasing educational achievements provide the best opportunities for higher incomes.**
3. Increase the Functional adult literacy rate.

D. Pre-K

- 1. Ensure that every child in Angelina County enters kindergarten with the skills and knowledge needed.**

II. ECONOMIC DEVELOPMENT

VISION

Before 2020, Angelina County will identify economic development niches with competitive advantages and pursue a multi-faceted economic development program that will enhance and diversify the County's economy and ensure an optimal quality of life

STRATEGIES

1. **Develop an aggressive economic development and marketing program for creating jobs that produces products and/or services sold outside Angelina County. These jobs will be created through the expansion and retention of existing businesses, relocation of businesses to Angelina County, and the creation of new businesses.**
 - Encourage cooperation between all private and public organizations involved in job creation efforts.
 - Promote Angelina County as a regional hub
 - Concentrate the marketing focus on Metro Houston, neighboring states and specific identifiable areas that would be able to capitalize on our assets
 - Develop advertising that describes who we are, where we are headed and the resources we have to offer
 - Develop a business task force that identifies and promotes the top 20 relocation prospects each year

Pursue targeted job sectors that help meet Vision 2020 Key Benchmarks in a competitive global job market.

- Short-term and Long-term targeted job sectors
 - Health care
 - Professional, scientific and technology
 - Wholesale trade, warehousing, transportation, and logistics
 - Manufacturing
 - Information
 - State and federal government
 - Water use intensive industry, automotive equipment supplies and aviation maintenance.
 - Short-term targeted job sectors
 - Retail, including specialty shops and restaurants.
 - Tourism, conferences, and conventions
2. **Develop and maintain a business climate in Angelina County that actively promotes job retention and creation, including:**
 - Competitive regulations
 - Competitive incentives package for higher paying jobs
 - Expedited permitting process
 - Energy sources that allow our businesses to be competitive

- Proactive, business-friendly government
 - Competitive communications technology
 - Promotion of local businesses
 - Development of a technology park in downtown Lufkin and/or north of town
 - Development of large competitive office and industrial parks
 - Beautification efforts
 - Increase development in North Lufkin
3. **Support the development of small business start-ups with an emphasis on companies that sell products and/or services outside Angelina County.**
- Provide assistance with banking and capital requirements
 - Help with business planning and marketing
 - Develop a technology business incubator
 - Focus on increasing the size of start-up companies
 - Provide networks for entrepreneurs to share experiences
 - Target high-growth potential job sectors
 - Consider a medical device incubator jointly sponsored by an engineering school and a local hospital
 - Increase the commercialization of energy research in Angelina County.
4. **Develop a brand/image for Lufkin/Angelina County that most effectively positions Angelina County in the minds of potential customers—expanding companies, higher income retirees, tourist and conference attendees, Angelina County young people and current citizens. This brand will be developed by a public-private partnership of organizations involved in promoting, marketing and developing Angelina County. Developing the most effective brand with consensus may take longer than expected.**
5. **Increase visitors, including conventioners and tourists.**
- Promote ecotourism including forestry and timber industry, the Neches River Corridor and our other natural resources
 - Maximize the opportunities with Lake Sam Rayburn.
 - Develop a regional conference and convention center
6. **Attract high-income retirees to Angelina County**
- Become the first “Certified Retirement Community” in Texas
 - Provide housing opportunities for higher-income retirees
 - Create Del Webb Sun City-type developments
 - Create a retirement package linking our parks, education, medical, arts, recreation, culture, infrastructure and housing as a total community

III. QUALITY OF LIFE

VISION

Before 2020, Angelina County will become an innovative, energetic, and inclusive community with a common sense of pride and shared commitment to excellence.

STRATEGIES

A. Recreation, Arts, Culture and Entertainment

- 1. Develop and implement a cities/County recreation master plan that provides comprehensive passive and active recreational opportunities for all ages of Angelina County residents. Involve all age groups of our citizens in a needs assessment and in establishing levels of service requirements. A major focus should be on the recreational opportunities required to attract and retain young people and young families in Angelina County. Include facilities that will enhance Angelina County's regional attraction in the master plan. Recreational opportunities that should be considered include a central recreation complex, ball fields, tennis courts, swimming pools, arena, skate park, amphitheatre and multiple purpose trails for hiking, biking, running, etc. Increase opportunities for using Sam Rayburn Reservoir, etc. The master plan should include funding, improved maintenance and security plans. Ensure that all parts of the County have adequate parks and recreation levels of service.**
- 2. Enhance arts, culture and entertainment for our residents and for increased regional attraction, including the Ellen Trout Zoo and County museums.**
- 3. Increase access and use of Angelina National Forest, Davy Crockett National Forest, Neches River, Angelina River and Lake Sam Rayburn. Develop a plan that educates residents on the importance of waterways and forests to clean air and water.**
- 4. Encourage more child-oriented commercial establishments.**

B. Healthcare

- 1. Provide accessible, affordable, quality healthcare for all Angelina County residents. Options for improving service and/or limiting the growth in service cost include:**
 - Fiscal responsibility within Medicaid system.**
 - Every adult and family will take "ownership" of his or her healthcare. Increase wellness and prevention programs**
 - Nutrition and health education, particularly for the poor**
 - Improve the availability of health insurance for employees, self-employed and small businesses.**
 - Provide opportunities to assist residents in understanding the health care system, insurance availability and the best way for each individual and family to insure availability of future health care.**
 - Increase assisted living for elderly.**
 - Increase VA healthcare.**

- **Coordinate prescription plan for the elderly.**
- **Include vision, dental and mental health services.**

C. Substance Abuse

- 1. Commit to prevent and reduce substance abuse through a three-step process;**
 - a. Commitment of the community to the prevention and eradication of substance abuse**
 - b. Commitment of the community to whole person rehabilitation of users including:**
 - Health**
 - Education**
 - Employment**
 - Residence**
 - Rehabilitation facilities**
 - c. Commitment of the community to an aggressive program by law enforcement and the justice system to identify and to imprison long-term the dealers and producers on the supply side. Reeducate drug dealers during their prison terms so they can return to productive lives in free society.**
- 2. Maintain the Drug Court program.**

D. Family and Youth

- 1. Make Angelina County a young person-friendly community with job opportunities, and an attractive life style and living environment**
2. Encourage faith-based institutions to network together to provide family restoration and preservation services.
3. Provide summer job opportunities for young people.
4. Provide mentoring programs for families that enhance life skills and family sustainability.

E. Public Safety

- 1. Maintain a safe environment for our citizens, visitors, and businesses in all neighborhoods.**
2. Maintain constant cities/County preparation and vigilance to be prepared and to protect our residents from natural and man-made disasters.

F. Social Services & Welfare

- 1. Provide Angelina County social services through a multi-disciplinary network with more collaboration and avoidance of duplication of services.**
2. Help children and families with parents in prison. Empower these children to help them believe they can pursue educational opportunities.

IV. GOVERNMENT

VISION

Before 2020, Angelina County will have proactive government that serves the needs of its citizens and helps ensure our growth as a vibrant regional hub.

STRATEGY

1. **Increase the Lufkin urban area population from 38,726 in 2000 to over 50,000 by 2010.**
 - **Ensure that all people are counted in the 2010 census, especially minorities**
 - **Develop a mock census in 2006 and 2008 to measure progress towards achieving the goal of 50,000**
 - **Provide incentives and implement action steps to make up any projected gap revealed by the mock censuses in 2006 and 2008**
 - **Educate residents on the importance of being counted. Communicate the importance of reaching MSA status:**
 - **Increased visibility in marketing Lufkin/Angelina County for job creation. Lufkin would appear on all maps of metro areas in the US, and more data would be readily available for companies searching for expansion and relocation opportunities.**
 - **An MSA would have its own Community Development Block Grant (CDBG) allocation. Currently Angelina County has to compete with eleven other counties for CDBG funds and has problems because the other counties have greater perceived needs.**
2. **Expect all elected officials in government and education and their staffs to endorse Angelina County Vision 2020, to commit to achieving the Key Benchmarks and to implement the strategies that are within their realms of responsibility.**
3. **Maintain focused communication with and between local, state and federal officials that will continuously advance Angelina County Vision 2020. Develop a consensus agenda support by a group of organizations representing the diversity of Angelina County that will be used in communicating with state and federal officials.**
4. **Ensure that local government is pro-business, pro-development, customer-oriented, and efficient.**
5. **Enhance relationships with state and federal elected representatives.**
6. **Conduct forums before elections to confirm candidates' commitment to implementing Angelina County Vision 2020.**
7. **Enhance regional relationships to coordinate, communicate and advance our agenda.**
8. **Benchmark city and county regulations against other high growth areas.**
9. **Maintain or increase the lobbying efforts at the state and federal levels.**

V. INFRASTRUCTURE

VISION

Before 2020, Angelina County will have the necessary infrastructure to support continued growth and to provide for an enhanced quality of life through a proactive maintenance and improvement program.

STRATEGIES

A. Growth Management

1. **Develop and implement coordinated master infrastructure plans for cities and Angelina County that provides the infrastructure with an adequate level of service required by Vision 2020 Key Benchmarks.**
 - **Plans will be developed and implemented for the following infrastructure elements: transportation (including roadways, bike and walking trails, rail and air travel), waste management, utilities (water, sewage, solid waste, electricity, gas, alternative energy), parks and recreation, drainage, historic preservation, environment, economic development, and communications.**
 - **Encourage neighborhood development and non roadway linkages between neighborhoods.**
 - **Promote “Smart Growth” that utilizes existing infrastructure.**
 - **Place emphasis on areas that are declining or at risk for decline. Focus efforts of government departments on these at-risk areas. Take actions that will eliminate the decline and increase the real estate tax base.**
 - **Coordinate efforts and resources between different entities to increase the livability and quality of life in all parts of our County.**
 - **Provide incentive programs that encourage higher quality development.**
2. Enhance the public/private partnership that considers and develops cost effective and flexible approaches for drainage permits and other development regulations.
3. Create and maintain user friendly street signs.

B. Downtown Redevelopment

1. **Continue to develop downtown Lufkin (a Main Street community) as a specialty shopping, eating and business district. Consider improving building façades by establishing architectural guidelines and providing façade grants and loans. Consider rehab of Angelina Hotel, the downtown railroad properties, courthouse, and other major landmarks.**

C. Beautification

- 1. Place proactive focus on maintaining the cleanliness and aesthetics of our streets and highways and reducing visual pollution. Increase civic pride in our appearance. Enhance and preserve the beauty and aesthetics of Angelina County while maintaining the flexibility to meet our Key Benchmarks. Implement an ordinance that increases the appeal and/or use of abandoned buildings. Strengthen the landscape and signage ordinances. Ensure the major entrances into Lufkin are inviting.**
2. Develop and improve Kurth Drive a primary northern entrance into Lufkin.
3. Consider implementation and enforcement of an ordinance that ensures that obsolete vacant buildings are razed.

D. Housing

- 1. Develop housing that is affordable for a wide range of income levels of our residents and that would meet the needs of a variety of age levels.**
2. Initiate an aggressive, integrated approach to attain government funds for affordable housing.

E. Environment and Natural Resources

- 1. Develop the Neches River Corridor to preserve the Neches River.**
- 2. Identify and preserve the natural resources, such as forested open spaces, creeks, rivers, and aquifers, which freely provide the clean air and water fundamental to economic growth. Research what other communities are doing to achieve this successfully.**

F. Transportation

- 1. Develop a regional commercial airport beginning with increasing charter operations, air cargo and aviation repair facilities.**
- 2. Plan, design, finance and build 1-69.**
3. Consistently review traffic flow on streets and highways and use creative designs for small projects that will reduce choke points and enhance traffic flow.
4. Consider a Regional Mobility Authority (RMA) to help finance transportation.
5. Consider transportation to Houston airports.

G. Utilities

- 1. Maintain adequate water supply to meet Angelina County's growth needs throughout this century.**
- 2. Maintain state of the arts communications capability through-out the County which would include fiber optics, wireless and future technologies.**
3. Improve the county-wide recycling program

VI. PRIVATE SECTOR LEADERSHIP

VISION

Before 2020, Angelina County will demonstrate private sector leadership across a representative range of demographics which makes it possible to continuously advance economic prosperity, business environment and desirability, education and quality of life for Angelina County.

STRATEGIES

- 1. Expect for-profit organizations and not-for-profit organizations to endorse Angelina County Vision 2020 and to commit to assist with effective implementation. All types of organizations including (but not limited to) faith based institutions, civic clubs, school systems, neighborhood associations, private businesses, non-profit organizations, etc. will need to embrace the Vision and assist in implementation. Each organization that volunteers will become a Vision Partner and should adopt for implementation the strategy/strategies that interest it or that uniquely fit within its mission and scope of operation. Angelina County Vision 2020 will serve as an umbrella that ultimately brings together a network of 85 to 170 Vision Partners in alignment to achieve our interdependent Key Benchmarks and strategies.**
- 2. Develop grass roots communications of Angelina County Vision 2020 progress to ensure that our diverse community understands, supports and has the opportunity to participate in implementation.**
- 3. Encourage qualified leaders to run for office and serve on appointed boards. Support these leaders during their term in office, or suggest corrective actions, as they inevitably experience the conflicts and challenges of making difficult decisions in the best interests of Angelina County. Presume that they are working in the community's best interest unless proven otherwise. Encourage and support these leaders as they gain experience to move from local to state and federal positions.**
- 4. Establish a network of business, church, not-for-profit and government leaders to address emergency, moral and social issues affecting Angelina County.**
- 5. Focus efforts to raise up and train new leaders within the community while continuing to train current leadership.**
6. Develop a newcomers club to welcome people to Angelina County.
7. Expand and enhance participation in the Lufkin/Nacogdoches Day in Austin and regional days (e.g., Pineywoods Economic Partnership) in Austin.
8. Mentor new leaders.
9. Encourage retirees to be active as volunteers and mentors.

10. Provide training for prospective board members that will increase their opportunities and effectiveness.

COMMUNITY VISIONING

Our Long-term Vision (20 years)

- Visions for each of the interdependent foundations for a comprehensive Strategic Plan
 - + Education + Quality of Life
 - + Economic Development + Government
 - + Infrastructure + Private Sector Leadership
- Core Values
- Key Benchmarks
- Priority Issues

Our Mid-term Vision (5 to 10 years)

- Strategies for each of the six foundations
- Priority Strategies

Our Short-term Implementation Plan (1-5 years)

Developed and implemented by Strategic Alliances and Vision Partners for individual strategies beginning in March 2006

- Strategy Benchmarks
- Action Steps

DEFINITIONS OF ABOVE TERMS:

Foundations

Basic framework that will provide a comprehensive Strategic Plan for the community in the following interdependent areas: Education, Economic Development, Infrastructure, Quality of Life, Government and Private Sector Leadership

Vision

Defines what the community wants to be in the future in each of the six Foundation areas.

Core Values

Character traits that guide daily decision-making.

Key Benchmarks

Four annual measurements of the community's progress towards achieving its long-term Vision. This will require positive results from the six *interdependent* Foundations and provide accountability for the process.

Priority Issues

Ten priority issues as identified at the October 2005 Community Meeting

Long Term Vision

Includes the Vision for the six Foundations, Core Values, Key Benchmarks and Priority Issues

Strategies

A verbal picture of the future in a specific part of a particular Foundation. Twenty to thirty Strategies in each Foundation will provide a more detailed definition of each Foundation Vision. There are Priority Strategies for each Foundation. The strategies were ranked by the Vision Task Force within Foundations and sub-sections of Foundations. An example of a Strategy is *"Increase the graduation rate."*

Vision Partner

Any organization, business, civic group, government entity, church, etc. that volunteers to collaborate with other community members to implement the Vision. Vision Partners are the organizations who take responsibility for making individual strategies reality.

Strategic Alliance

Two or more Vision Partners who work together to implement a specific Strategy given their experience, strengths, and/or synergy from combined efforts. The Vision Partners in the Alliance will elect a chair to be responsible for providing leadership. Alliance Benchmarks and Action Steps will be developed for the Strategic Alliance. The Vision Partners will then assume responsibility for the Action Steps that fall within their own scope of operations.

Strategy Benchmarks

Annual measurement of the progress of a specific strategy that provides accountability on an annual basis for 3 to 10 years. *Example: Increase the graduation rate 2% per year for 10 years. The Strategy Benchmark should be developed by the Vision Partner before the Action Steps.*

Action Steps

What the Vision Partner proposes to do to implement a strategy; typically involves a series of projects or events developed by the Vision Partner to meet the Strategy Benchmark for that Strategy.

PHASE I—*DEVELOPING ANGELINA COUNTY VISION 2020*

- A. Henry Luke was hired in June, 2005 to facilitate *ANGELINA COUNTY VISION 2020*. Funding is being provided by Founding Partners. (See page 32)
- B. A diverse 32-person Steering Committee, representative of the community, was selected to guide the process.
- C. Henry Luke interviewed 100 individuals in Focus Groups during September 2005.
- D. Over 150 people attended the Community Meeting on October 27, 2005. Ten groups identified 368 unique issues for consideration by the Vision Task Force. The issues were summarized and ranked by the groups, then combined to produce the top ten priority issues. The participants also selected ten additional members for the Vision Task Force.
- E. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of Angelina County from persons nominated by the Steering Committee, Focus Group interviewees, Community Meeting participants, self nomination, and the ten individuals selected at the Community Meeting.
- F. The 100+ member Vision Task Force met during November and December 2005 and distilled the Focus Group and Community Meeting issues into the draft *ANGELINA COUNTY VISION 2020*. This draft was edited at a Steering Committee meeting on January 5, 2006.
- G. The draft document was widely circulated for input throughout the community from January 6 – March 6, 2006. This included:
 - o Presentations to over 45 groups with more than 1800 in attendance
 - o Lufkin Daily News printed insert on January 29, 2006.
 - o Numerous newspaper articles, TV and radio spots, organization newsletter articles, websites including Angelina County Vision 2020 and Lufkin Daily News.
 - o Final Community Meeting on March 6, which was widely communicated to public as final opportunity for provisions or input.
- H. After considering all the input received, the Steering Committee approved the final Vision document on March 21, 2006.

PHASE II—*COLLABORATIVE IMPLEMENTATION*

- A. The *ANGELINA COUNTY VISION 2020* Steering Committee will continue to be diverse and community-based to provide leadership, accountability and communication during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Strategic Plan and become Vision Partners. (March 2006 – April 2006)
- C. Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee and Benchmark Team will approve all

Strategy Benchmarks before their adoption as official **ANGELINA COUNTY VISION 2020** Benchmarks.

- D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies are being implemented on a timely basis. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period as applicable.
- E. Progress on Strategies will be communicated on a regular basis.
- F. There will be an annual update of the Key Benchmarks measuring progress for the strategies adopted by Vision Partners and Strategic Alliances.
- G. The Lufkin/Angelina County Chamber of Commerce will provide **ANGELINA COUNTY VISION 2020** staff, management support, communication and coordination for at least five years during the implementation.

INVITATION TO BECOME A VISION PARTNER

What is a VISION PARTNER?

Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to make the Strategic Plan reality. **Vision Partners are the organizations responsible for making individual strategies reality.**

What are a Vision's Partner's responsibilities?

A Vision Partner will:

- Adopt the Key Benchmarks as a visible part of the organization's strategic plan.
- Adopt Strategies
- Set a Strategy Benchmark and develop Action Steps to achieve that Benchmark
- Provide resources to implement Action Steps
- Form Strategic Alliances, where appropriate
- Generate progress reports
- Include affiliation with **ANGELINA COUNTY VISION 2020** in printed and advertising material and create links to the Vision web-site
- Review, revise and refocus Action Steps when progress reports are negative

(Foundation Teams and a Benchmark Team will be available for assistance.)

Yes, please include us as a Vision Partner of **ANGELINA COUNTY VISION 2020!**

Organization/ Business/Agency/ Club/ Church:

Contact Person: _____

Address: _____

_____ Zip code: _____

Telephone: Day _____ Evening _____ Fax: _____

Email _____

RETURN TO: Susie Cardwell
ANGELINA COUNTY VISION 2020
Coordinator
P.O. Box 1606, Lufkin, TX 75901
936/634-6644
Fax 936/634-8726
scardwell@lufkintexas.org

**ANGELINA COUNTY VISION 2020
VISION TASK FORCE**

Chair *Jane Ainsworth*
Facilitator *Henry Luke (Luke Planning, Inc., Jacksonville, FL)*

Adams, Matt	<i>George, Murphy</i>	Pendland, Linda
<i>Adams, Andy</i>	<i>Glass, Jeff</i>	Reyes, Hippolito
<i>Ainsworth, Jane</i>	Grandgeorge, Phyllis	<i>Reyes, Ino</i>
Anderson, Jody	Greak, Stephen	<i>Reyes, Roy</i>
<i>Ashby, Trent</i>	Harris, Seth	Roberts, Catherine
Austin, Ella	Hayes, Alan	Self, Andra
Avera, Tina	Henderson, Hutson	<i>Shaw, Napoleon</i>
Baldwin, Patricia	<i>Hensley, Jaime</i>	Spikes, Daniel
Barnes, Susannah	<i>Hernandez, Martha</i>	Stafford, Todd
Battise, Rachel	<i>Hufford, Ron</i>	Stapleton, Elisabeth
Brewer, Jr., Thomas	Hunter, Mike	Stover, Jennifer
Brody, Jim	<i>Jackson, Jay</i>	<i>Sweeny, An</i>
Bryan, Guyla	<i>Jones, Lance</i>	Taylor, Mike
Burley, Willie Mae	Jones, Betty	<i>Temple, Ellen</i>
Busler, Laura	Kent, Allison	Thannisch, George
Capellan, Dr. Jose	Kistler, Emily	<i>Thomas, Amy</i>
<i>Card, Anon</i>	Knight, Sandra	Thomas, Charles
Carrier, Gene	<i>Knight, Roy</i>	Thomas, Stewart
<i>Coats, Susan</i>	Kreid, Mary	Thornton, Natalie
Cole, Brenda	<i>Kuykendall, R.L.</i>	Toran, Gloria
Cooper, Scott	<i>Langston, Don</i>	<i>Trotter, Ginger</i>
Covington, James	LaVane, Louise	Turner, Kelli
Crowson, Chuck	<i>Marcotte, Scott</i>	Wark, Sharon
<i>Darmstadter, Sally</i>	<i>McCarroll, Marshall</i>	Wark, Jim
Davis, Jamie	<i>McKenzie, Patricia</i>	<i>Watts, Emily</i>
Deason, Malcolm	Mercer, Robin	Wayland, Kelli
<i>Douglas, Joe</i>	Miles, David	Wehmeier, Jim
Duncan, Rufus	Muhlbach, Sally	White, Kathy
Dunn, Mark	<i>Nerren, Cindy</i>	Wilson, Dorothy
Enriquez, Meli	<i>Oliver, Stephanie</i>	Zimmerman, Jackie
Filamore-Robinson, Maria	<i>O'Neal, Latricia</i>	
Gomez, Jesus	Parker, Melody	
Graeber, Jonathan	Parker, Paul	
Garza, Joey	Parks, Stephen	
Garza, Elvia	<i>Pavlic, Cathy</i>	

**Steering Committee
Members are bold**

ANGELINA COUNTY VISION 2020 FOUNDING PARTNERS

**Lufkin/Angelina County Economic Development Partnership
T.L.L. Temple Foundation
Angelina County Chamber of Commerce
Temple-Inland
Lufkin Industries
Consolidated Communications**