



# The Woodlands Township

The Woodlands, TX

## MEMORANDUM

DATE: July 19, 2012  
TO: Board of Directors  
FROM: Don Norrell  
RE: Governance Community Outreach Summary Report

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The Township's consultants from Partners for Strategic Action (PSA) compiled the attached summary report based on the Spring 2012 community outreach efforts, including feedback from the community governance forums and the online community outreach program. The feedback represents both residential and business interests.

A special Board planning session on the governance process is scheduled to be held on Thursday, August 2, 2012 at 8:30 a.m. at The Woodlands Township, 2801 Technology Forest Blvd. At that time, the Board is expected to hear a presentation by the consultants, review the Community Outreach Summary Report and discuss potential next steps in the governance process.



## The Woodlands Township Future Governance **Outreach Summary**

June 2012

*Prepared by:*

Partners for Strategic Action, Inc.  
Fountain Hills, Arizona  
PSAplanning.com



The Woodlands Township, now the official governing body of The Woodlands, was created with the merger of the Community Associations of The Woodlands and Town Center Improvement District (TCID). The Woodlands Township collects an ad valorem property tax as well as sales and use tax and hotel occupancy tax.

In 2007, voters overwhelmingly approved a change in governmental structure that allowed residents to ultimately determine their future and release The Woodlands from annexation possibilities by the cities of Houston and Conroe. The Woodlands Township entered into Regional Participation Agreements (RPAs) with both cities that allow residents of The Woodlands to decide their future governance. At that time, TCID changed its name to The Woodlands Township, and the Community Associations entered into an agreement that would transfer services and operation to the Township. The Woodlands Township assumed all responsibilities and services previously provided by the Community Associations on January 1, 2010, and the Community Associations were dissolved. These changes in governmental structure occurred after many years of dialogue and study.

A key provision of the RPAs provides The Woodlands with the ability to determine their future governance, including the opportunity to incorporate as a city as early as May 2014. As this date approached, the Township's Board of Directors initiated a process to proactively determine if the current governance structure is best suited for the community now and into the future or whether changes need to be made. This process included a "gap analysis" that evaluated the effectiveness of existing service delivery and the potential future need for expanded and/or new services and governing tools as the community evolved and a financial analysis to examine the costs of incorporation. The results of this research was utilized in dialogue held with citizens, businesses, and service providers about future governance for The Woodlands and provides the Board meaningful data to assist with determining what, if any, adjustments need to be made to the current governance structure to lead the community into the future. The gap and financial analyses provided critical information to participants so that informed conclusions and recommendations could be made. If additional changes to governance are desired, implementation steps will be outlined beginning in the summer of 2012 to guide the community toward its desired future.

In March and April of 2012, Partners for Strategic Action, Inc. (PSA) began the outreach effort with stakeholders and residents to solicit feedback on the future governance of The Woodlands. The feedback from this initial outreach effort is summarized in the following report and will be utilized to chart a deliberate and thoughtful course of action.

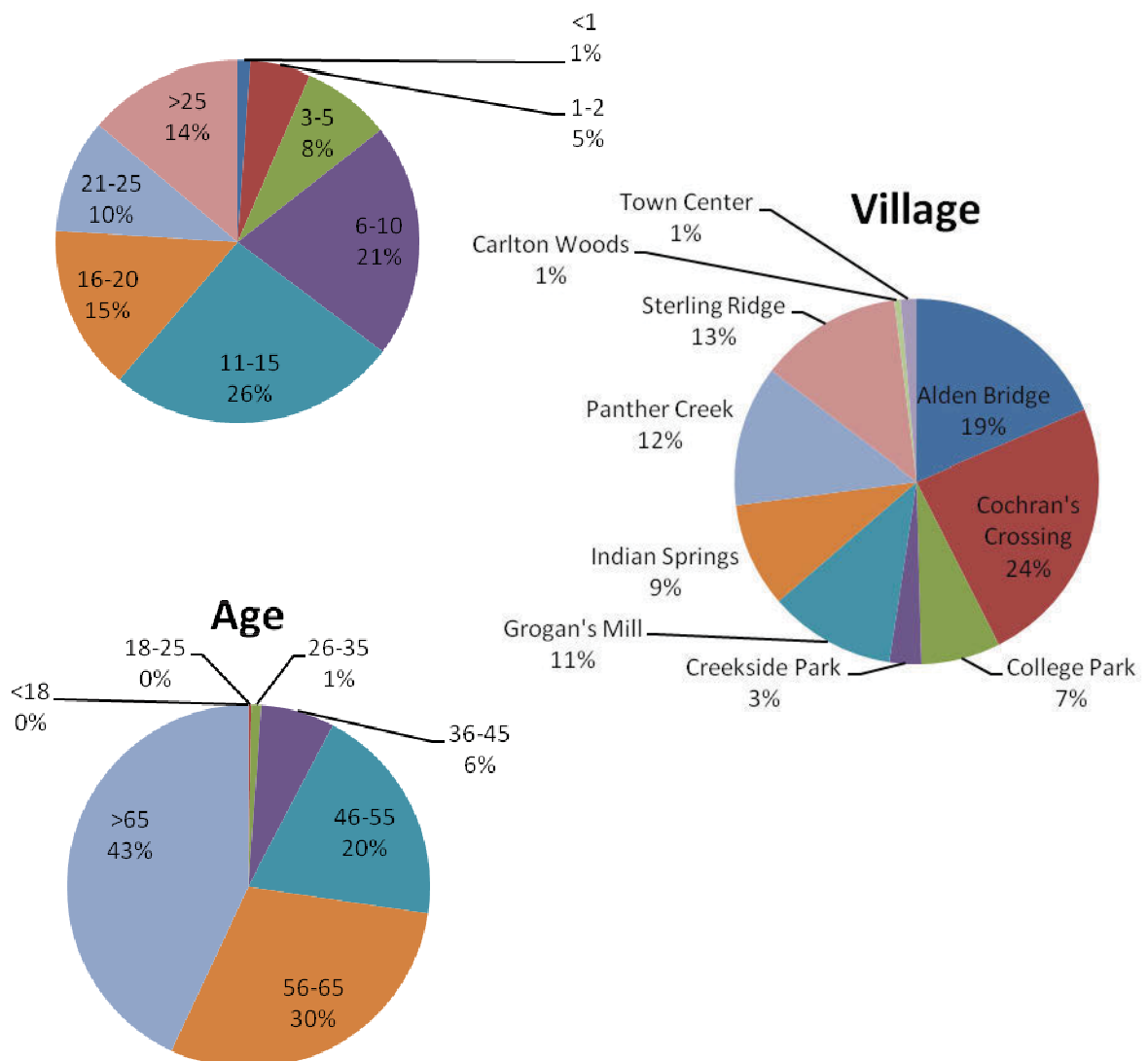
## **Outreach Program**

As part of this effort, PSA worked with the Board of Directors to develop an outreach program to solicit feedback from stakeholders and citizens through a series of forums.

All forums were facilitated and moderated by PSA and participants were told their feedback would be summarized in a report. After a thorough presentation on the history of the governance process, as well as the implications and costs of incorporation, participants were asked to complete a feedback form. PSA held two forums with business interests on March 1, 2012, community forums on March 29 and March 31, and solicited feedback utilizing an online version of the forum presentation through the month of April. Feedback received from the different forums was consistent with no notable differences observed from the feedback received by residents and business interests.

Nearly 400 feedback forms were received, although many dozens more participated in the forums. The following provides a summary of the demographics of those participants.

## Years Lived in The Woodlands



## Feedback Received

### ABILITY FOR TOWNSHIP TO ADDRESS FUTURE CHALLENGES

Community forum and online participants were asked “Do you think the current Township governance structure is equipped to address future challenges.” Seventy percent of participants believed the current governance structure is equipped to do so. Those who did not think the Township was well equipped cited future growth concerns and ordinance making authority; six percent of respondents were unsure if the Township could address future challenges.

### POSITIVE IMPACTS OF INCORPORATION

Participants were asked “Based on the information presented, what are the potential positive impacts incorporation could have on the community?” The following responses were most often provided:

- Ordinance making authority; ability to make and enforce laws
- Local control of community services
- Ability to prevent annexation
- Improved transparency and accountability
- Consolidation of services
- None

### NEGATIVE IMPACTS OF INCORPORATION

Participants were asked “Based on the information presented, what are the potential negative impacts incorporation could have on the community?” The following responses were most often provided:

- Higher taxes, costs
- Expansion of government, bureaucracy
- More regulations
- Consolidation of municipal utility districts

### HOW INCORPORATION WOULD IMPACT YOU OR YOUR BUSINESS

Participants were asked “Based on what you have learned, how could incorporation impact you/your business?” The following responses were most often provided:

- Higher taxes, costs
- Negatively
- Ordinance making authority; ability to make laws
- Local control
- Uncertain of impacts; little change

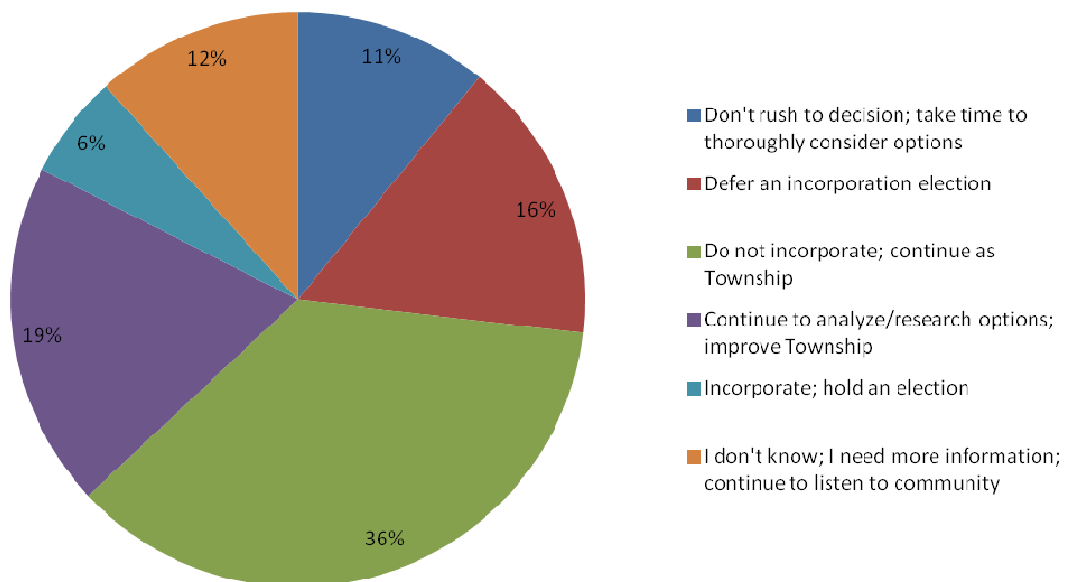
## WHAT ADVICE WOULD YOU GIVE THE BOARD OF DIRECTORS ON FUTURE GOVERNANCE

Participants were asked, “If you could speak directly to the Board of Directors, what advice would you give them regarding what should be done next about The Woodlands’ governance structure.” Of the feedback received, nearly 80% of the responses generally fit into one of the following categories:

- Don’t rush to a decision; take time to thoroughly consider options
- Defer an incorporation election
- Do not incorporate; continue as Township
- Continue to analyze and research options; improve the Township (through ordinance making authority, improved law enforcement, etc.)
- Incorporate; hold an election
- I don’t know; I need more information; continue to listen to the community

Of these responses, only 6% recommended incorporating as a municipality or holding an incorporation election; the majority of responses recommended deferring an incorporation election or continuing as the Township.

### Advice to the Board of Directors



## **Appendix**

Appendix A: Business Feedback.....	6
Appendix B: May 29, 2012 Community Forum Feedback .....	14
Appendix C: May 31, 2012 Community Forum Feedback .....	53
Appendix D: Online and Other Community Feedback.....	66

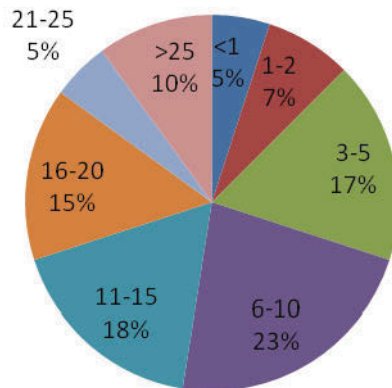
## APPENDIX A: BUSINESS FEEDBACK

March 1, 2012

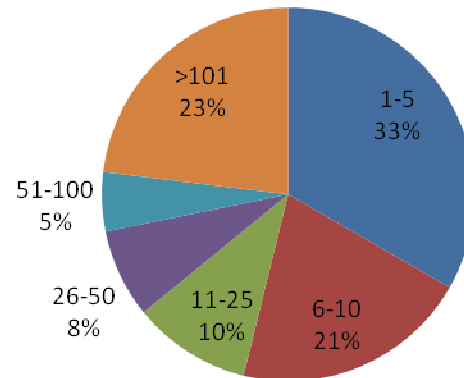
Number of responses: 42

*Feedback is recorded as it was provided and not corrected for grammar or otherwise edited.*

### Number of Years in Business



### Number of Employees



#### 1. Based on the information presented today, what are the potential positive impacts incorporation could have on the community?

- 1.1. Incorporation would be a visionary to other communities – that just because we are in an ETJ, we could still incorporate.
- 1.2. Control of destiny.
- 1.3. Ordinance authority which can protect the township.
- 1.4. Control.
- 1.5. Consolidated services which are more responsive to community needs.  
Ordinance-making ability which will theoretically improve community life.
- 1.6. Pride of independence.
- 1.7. Permanent divorce from COH.
- 1.8. Protecting the "quality of life" The Woodlands offers for the future.
- 1.9. No annexation after 2057; more local control; independent from counties and MUDS.
- 1.10. The ability to make municipally oriented laws. Assurance of local control in years past 2057.
- 1.11. More control over future decisions; better long-term planning; ability to share in the infrastructure maintenance costs.
- 1.12. Single governance/local control; no Conroe/Houston annexation.



- 1.13. Ability to make ordinances; ability to control the provision of services – police, road, traffic, etc.
- 1.14. Nothing material.
- 1.15. None. Total release from COH ETJ.
- 1.16. Make and administer laws.
- 1.17. Prevent future annexation by City of Houston.
- 1.18. Very little in the short term. Long-term \_\_\_\_\_ of annexation, but we could wait 40 years to make that decision.
- 1.19. Ability to create and enforce ordinances. Eliminate the possibility of annexation by Houston.
- 1.20. N/A
- 1.21. Increased local control; more efficient MUD operation.
- 1.22. Control.
- 1.23. Ability to create and enforce ordinances.
- 1.24. Avoid uncertainty of future governance.
- 1.25. Better response (maybe) to civic projects.
- 1.26. Control.
- 1.27. Ability to create ordinances; local police, fire, EMS services.
- 1.28. Better operated community.
- 1.29. Long-term stability of being incorporated.
- 1.30. Ordinance-making ability; lower MUD rate for newest communities.
- 1.31. Assurance "not" to be annexed. Control of your community's future, direction, quality of life.
- 1.32. Consolidation of duplicated services other than MUDS.
- 1.33. The ability to create law.
- 1.34. Stability of control and better forecast.
- 1.35. Ordinance and zoning authority.
- 1.36. Services provided by city and the creation of city ordinance, i.e., more local control.
- 1.37. More direct control of services; even the payment of the MUD might also provide a stronger voice in water issues; might have more community involvement.
- 1.38. Making ordinances.
- 1.39. Potential addition of ordinance authority for matters like fireworks and animal issues; freeing from annexation after 2057 agreement runs out.

**2. Based on the information presented today, what are the potential negative impacts incorporation could have on the community?**

- 2.1. Higher taxes.
- 2.2. Cost.
- 2.3. MUD rates.
- 2.4. 70% increase in base rate tax.
- 2.5. Higher property and MUD taxes. Old MUDS subsidize newer MUDS such as Creekside; gaps in service during transition.
- 2.6. People who are borderline on changeability to meet the higher rates may not want to move forward.
- 2.7. Increased taxes.
- 2.8. Increased cost to residents, slight economic disincentive to economic development.
- 2.9. Rising tax costs – unpredictable to how high in long run; residents will not agree due to costs and so many will move by then.
- 2.10. Increased property taxes to provide the same services.
- 2.11. Residents may be reluctant due to the cost increase, especially if they don't have a long-term vision of the community.
- 2.12. Uniform tax rate that impacts MUDS with low tax rates.
- 2.13. ¼% increase in property tax for residences (subsidizing the county, who will not drop their tax rate); unequal treatment due to elimination of MUD districts.
- 2.14. The cost 70%+ increase; unfair treatment to those MUD districts who have low tax rates; risks that the huge cash stream the MUDs have will allow a significant portion to be diverted to current cost increase and therefore adequate repair/maintenance reserves will be unavailable to fix infrastructure (i.e., Houston's problem); unidentified potential to create new ordinances, laws that will increase tax rate.
- 2.15. Added taxes; larger government organization; shifting of MUD tax rates across new city boundaries; no reduction in county tax rates.
- 2.16. Cost way too much for the positive impact we might get by incorporation.
- 2.17. More taxes; loss of services/quality; increased complexity of local government.
- 2.18. Significantly increased property taxes. This could reduce desirability of Woodlands and home prices; disruption of services leading to \_\_\_\_\_ to city.
- 2.19. Higher costs of living in The Woodlands and doing business here; disincentive for businesses to relocate here.
- 2.20. Increased property taxes.

- 2.21. Much higher taxes (~70%); not enough new services; county won't lower tax rate.
- 2.22. Increased taxes; disrupted services; more law/less freedom; community upheaval.
- 2.23. Loss of control.
- 2.24. Greatly increased taxes; burdens of transition to providing all municipal services.
- 2.25. Higher taxes.
- 2.26. Higher taxes.
- 2.27. Cost!! People move or choose.
- 2.28. Higher taxes for all. Some will see smaller increases – some larger.
- 2.29. More laws that don't seem necessary. The Woodlands is doing so well, why fix it?
- 2.30. Increased taxes and cost to live and operate here.
- 2.31. Overall higher cost; service level may not be equal or better; loss of leadership and experienced service providers we now have; loss of distinction as a community with a form of governance that is unique, cost-effective and provides high quality of life.
- 2.32. Raising property taxes overall; having lower MUD rates raised; concerns over "matching or improving" the quality of service and service providers, i.e., law enforcement, we currently experience; general public – a large percentage may not understand all the details and facts presented – only hear "increase in tax rates."
- 2.33. Cost decrease for county services being an added cost that would raise taxes.
- 2.34. Tax increase.
- 2.35. Increased taxes; infringement on homeowners' rights.
- 2.36. Much higher tax rate for areas in older part of The Woodlands.
- 2.37. Taxes.
- 2.38. Increased taxes, but it doesn't seem to be significant.
- 2.39. See above #1. "Seems that we should remain a township but add more powers by obtaining new laws from state."
- 2.40. More costly.
- 2.41. Unequal rate changes between MUDS and higher basic rate for similar services for all, since we would inherit burden now paid by entire county, but I don't believe this is really that significant since The Woodlands is the wealthiest area of the county.
- 2.42. Substantially higher taxes; no real change in services.

**3. Based on what you have learned today, how would incorporation impact your business?**

- 3.1. Am not sure. We do not have a business site in The Woodlands – work at your site. Possibility of multiple permits and different levels of insurance.
- 3.2. Not sure, but costs will increase for all.
- 3.3. Thousands in extra tax.
- 3.4. Higher taxes but better services. Ordinance made by city that helps my business grow . . .?
- 3.5. None.
- 3.6. Raises taxes.
- 3.7. Minimal impact, since most of my employees office in Conroe.
- 3.8. Higher taxes, costs.
- 3.9. Small negative financial impact.
- 3.10. N/A
- 3.11. Probably impact annual property tax.
- 3.12. Not at all.
- 3.13. Increased cost and potential regulatory burdens.
- 3.14. And cost and risk to do business within the Woodlands.
- 3.15. It would drive up cost and risk (uncertainty).
- 3.16. It would make doing business more costly and more difficult.
- 3.17. Very negatively, due to increased taxes.
- 3.18. Minimally.
- 3.19. Much higher taxes; no added benefits.
- 3.20. Negative cost impact; future potential expansion reduced.
- 3.21. Need to look into further.
- 3.22. Increase operating expenses (taxes); risk – level of services will drop; compliance – new ordinances.
- 3.23. Probably there would be little significant impact.
- 3.24. Cost money.
- 3.25. Higher cost/taxes on property.
- 3.26. Negative effect net profit; employees might move away to avoid higher taxes.
- 3.27. Negatively – we build office buildings, and the tenants I target would pay more to move here.
- 3.28. Decreased profit due to higher taxes.
- 3.29. May create a 5% increase in services/products sold.
- 3.30. Not at all. It is tax exempt.
- 3.31. Loss of revenue due to increased taxes.

- 3.32. N/A
- 3.33. Not sure.
- 3.34. N/A
- 3.35. Increased taxes; more control to attend municipal meetings and get involved.
- 3.36. See above #1. "Seems that we should remain a township but add more powers by obtaining new laws from State."
- 3.37. Minimal.
- 3.38. Help home sales in Creekside immediately.
- 3.39. Principally higher taxes.

**4. If you could speak directly to the Board of Directors, what advice would you give them regarding what should be done next about The Woodlands' governance structure?**

- 4.1. Carefully weigh all options – perhaps hybrid that provides control without having to increase costs as drastically.
- 4.2. Consider hybrid forms of governance.
- 4.3. Postpone until Montgomery County grows its tax revenue and Woodlands will have less impact to county. Extra taxes will cause more people to choose other areas of the county to locate. Also, costs cause businesses to move to adjacent lower tax areas. Many areas adjacent to The Woodland boast about getting the perks of The Woodlands without the taxes.
- 4.4. Be open and responsive to public regarding opinions. For \_\_\_\_\_ public discussion either through physical community forums or online discussion forums. Op ed articles presenting both sides of an issue (fact checked by editor), followed by Facebook poll question asking community members for opinion.
- 4.5. Move forward!
- 4.6. Fully explain in simple format.
- 4.7. Protect the future of our community and quality of life for our younger generations.
- 4.8. Evaluate "hybrid" versions and get those acceptable to have legislation agree to waive "2057" deadline.
- 4.9. Take care in explaining the property tax increase. Provide specific examples of law which might be enacted and which might be considered "missing."
- 4.10. Emphasize the long-term advantages of this decision. Provide clear examples of how other communities have benefited from the incorporation process.
- 4.11. Be very careful as to how the increase in property tax is explained. I have heard people say their property tax will go up 70%. Only the township

portion will. The overall total package property tax increase is more like 10%, and that is how to explain.

- 4.12. Go slowly and review again every five years. The Woodlands is successful, works, is cost efficient, and people are not complaining.
- 4.13. Do not rush a vote without an extension plan defining developed, since rules and responsibilities of incorporation will have to be assumed immediately.
- 4.14. Do not incorporate. Remain a township. The cost to incorporate is too much for what perceived benefits we might get.
- 4.15. Keep the status quo. Approach the legislature about allowing townships to enact laws and ordinances.
- 4.16. Communicate to homeowners/business owners +/- and Board recommendation, which should be to not recommend incorporation at this time and reconsider in 10 years.
- 4.17. Stay as a township and work with the legislature to broaden authority. Seek a way to keep Houston out of The Woodlands forever.
- 4.18. Postpone decision to incorporate for another five years.
- 4.19. Not feasible/advisable for 2014.
- 4.20. Maintain the present structure. We have 45 years; don't rush and make a mistake.
- 4.21. Study all the facts – pro's/con's. Determine what's best long term.
- 4.22. Take your time. There is no need to rush incorporation.
- 4.23. Give the population the choice of higher taxes for governance certainty versus current taxes for future uncertainty.
- 4.24. Keep status quo.
- 4.25. Don't do it. Wait 40 years. Look at it every five years.
- 4.26. Engage the public in the discussion and make younger people governance decisions affecting them.
- 4.27. Pass.
- 4.28. Continue efforts to reach out to the public and educate them. Evaluate "hybrid" structure that will allow ordinance making and contracting for services and MUDs, etc.
- 4.29. Be cautious and diligent, as the decisions today will affect the "future of tomorrow!" Identify specific costs that were used to determine new tax rates per \$100, i.e., new building structures versus existing, etc.
- 4.30. Continue research and insist that the total debt by all MUDs be allowed prior to incorporation, which will require legislative action first. Additional "hot tax" from hotels by city could increase from your \_\_\_\_\_ to 7 cents like

Conroe – but would have to be used for promotions of visitors and corporations.

- 4.31. If it's not broke, don't fix it. I would also be interested in seeing a hybrid model for incorporation.
- 4.32. More town hall meetings and research into where similar decisions negatively impacted economic growth or service.
- 4.33. Go to the legislature to lobby for a hybrid model. Have planning and zoning authority without taking over MUDs or county services.
- 4.34. Subsidize MUD before incorporation by using hotel tax to pay down debt.
- 4.35. To consider incorporation of The Woodlands.
- 4.36. Stay a township as long as we can, perhaps until 2057.
- 4.37. More communication to residents. Work to overcome apathy.
- 4.38. Make a city happen with homeowner support in fairest way possible to decrease\_\_\_\_\_ and increase pride of living in the city.
- 4.39. Look at hybrid option with just ordinance authority and seek to make current government structure of township or hybrid with ordinance authority suffice for \_\_\_\_\_ elimination of ETJ/annexation by Houston or Conroe.

**Additional Comments:**

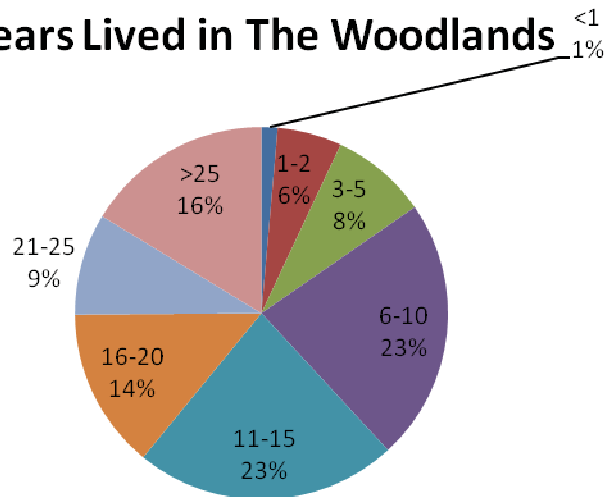
- C.1. Would like an opportunity to find out what permits are required. We are a business communication company – install phones – do voice and data cabling. Barbara Baggerly (JWB Communication LLC)  
Barbara@jwbcommunicationsllc.com.
- C.2. Consider (I know you will) the "sales pitch" to the population on why your chosen solution is best for the community, especially if the effective tax rate is going to be higher.
- C.3. Need more information to advise public of the little items: new capital expenditures, phased annexation, contract services in lieu of in-house services.
- C.4. As a township we have the best of both worlds. If we need the ability to pass laws, then go to the legislature to change the rules, so we can.
- C.5. Why make a change today? Why not wait until annexation is chosen and compare Woodland city taxes vs. Houston taxes?
- C.6. I believe you are on the right track. The more research that is done will allow us to make the right decision(s).
- C.7. Great presentation. Thank you.
- C.8. I would strongly encourage looking at a hybrid as opposed to incorporation. The tax rate increase makes it extremely politically unpalatable.

APPENDIX B: MAY 29, 2012 COMMUNITY FORUM

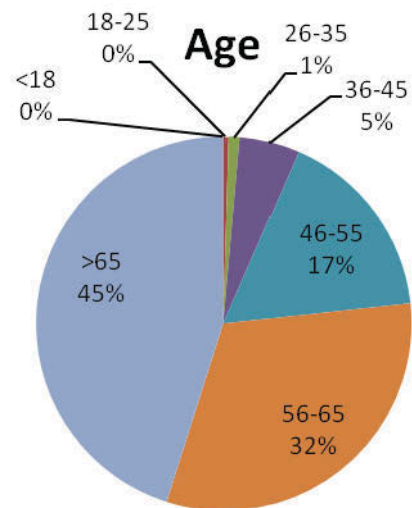
Number of responses: 216

Feedback is recorded as it was provided and not corrected for grammar or otherwise edited.

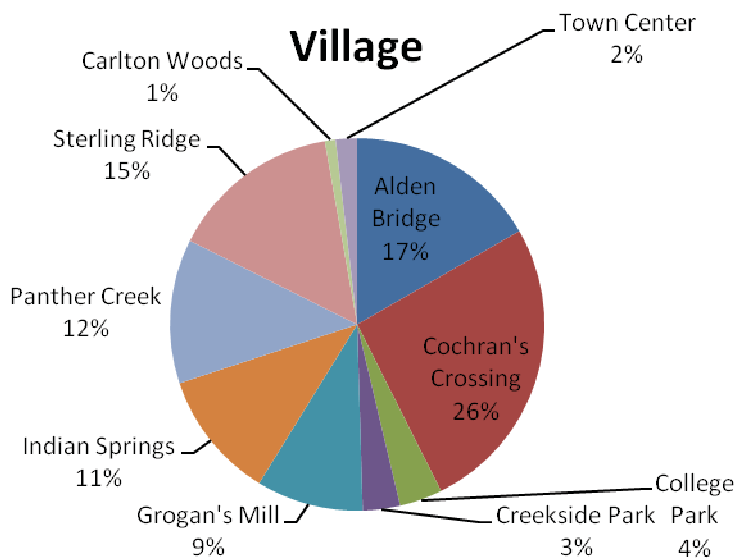
### Years Lived in The Woodlands



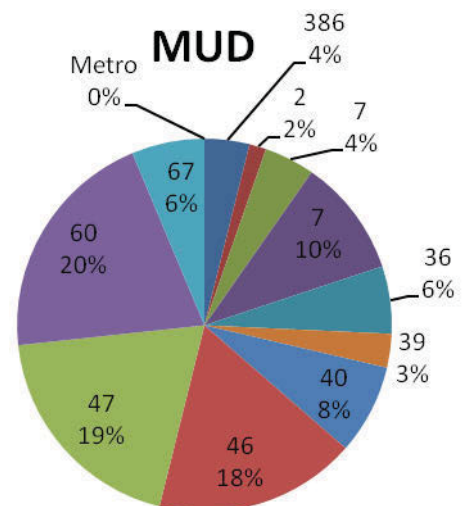
### Age



### Village



### MUD





**1. Do you think the current Township governance structure is equipped to address future challenges?**

- 1.1. Short-term – say 5 years – yes. More than 5 years – no.
- 1.2. For the time being.
- 1.3. Yes, until 2057.
- 1.4. Absolutely. They have proven, up to this point, to be responsible and thorough in their approach to this current challenge. They have kept the level of service even with where it has been.
- 1.5. Yes.
- 1.6. With the continued help of consultants, yes.
- 1.7. I am not sure. Only been here 7 years. Do not know all the history.
- 1.8. Yes.
- 1.9. Yes.
- 1.10. Yes.
- 1.11. No.
- 1.12. Yes.
- 1.13. Yes.
- 1.14. Most probably.
- 1.15. Yes!
- 1.16. Yes.
- 1.17. Yes.
- 1.18. Yes. Township has always performed better than any comparable municipalities.
- 1.19. Yes; however, the board should be expanded to at least nine directors.
- 1.20. Yes.
- 1.21. Yes.
- 1.22. Yes. It is efficient when compared to other cities that have duplicate functions at various levels of government, resulting in higher taxes and less effective services.
- 1.23. Yes, but why 86 contract personnel? Are they all through one provider? How much does that cost?
- 1.24. Yes.
- 1.25. Yes, however, this will be a fulltime responsibility at some time in future? For the Board team/leadership.
- 1.26. Not without changes to the structure based on added number of citizens in the township.
- 1.27. Yes.

- 1.28. It's too soon to tell. The township model needs many years before it can be objectively assessed. In theory it looks good.
- 1.29. Yes.
- 1.30. I think most people came to The Woodlands for good living conditions without the restrictions of a city.
- 1.31. Yes, but wish they could pass ordinances or regulations that would or could be needed for the Township.
- 1.32. Yes.
- 1.33. Yes.
- 1.34. Yes, for now.
- 1.35. Yes, for the next few years. Could reconsider 5 – 10 years down the road.
- 1.36. Until 2057.
- 1.37. Yes.
- 1.38. Yes, do we have more ability than the \_\_\_\_\_ past and have ability to change \_\_\_\_\_ more when and if needed.
- 1.39. It appears so. I feel, however, that I need much more detailed information on pros and cons and costs of all options to understand and decide upon the best way forward.
- 1.40. It seems so.
- 1.41. Yes.
- 1.42. Yes.
- 1.43. There must be some weaknesses in the current township governance structure. Inability to have ordinances is certainly a problem.
- 1.44. Yes, I believe due diligence with adequate analysis/research is being performed.
- 1.45. Mostly, yes. A little concerned that some covenants are not enforceable by law and deed restrictions are not followed. Not sure if that is the case.
- 1.46. Yes.
- 1.47. Yes.
- 1.48. Yes.
- 1.49. Yes.
- 1.50. Yes.
- 1.51. I don't know without further information on possible future challenges.
- 1.52. Not long range – good now.
- 1.53. Yes. Unless the plan is to continue to pay the County for services and add duplicate services for a city structure, there is no need to change.
- 1.54. Probably.
- 1.55. Yes.

- 1.56. Since it has only been in place for one year, I would like to keep the township structure for awhile longer to get more experience in how it works. It seems like it is working well now. At least wait until all villages are built.
- 1.57. Yes. No real need for change near term.
- 1.58. Yes.
- 1.59. We need village representation – instead of ARCA wide.
- 1.60. Yes.
- 1.61. Yes.
- 1.62. No. At some point we need local ordinances and laws (fireworks, noise) (land use).
- 1.63. Absolutely! The residents need to vote on the issue of The Woodlands becoming a city.
- 1.64. No, and most residents that we have talked to do not want The Woodlands to become a city.
- 1.65. No.
- 1.66. Yes.
- 1.67. Yes, it appears to be acting in our best interests. I have some concerns about the developer as it nears the end of its development purpose. As a profit-seeking organization, it's about money, some quality of life factors are deteriorating (traffic).
- 1.68. Yes.
- 1.69. Yes.
- 1.70. I hope so.
- 1.71. Based on presentation, I am not sure – really did not discuss that.
- 1.72. Unable to properly assess.
- 1.73. For the foreseeable future, yes.
- 1.74. Yes!!
- 1.75. Yes. Need to increase the size of Board as population increases.
- 1.76. What are the future challenges going to be? Don't know?
- 1.77. Yes.
- 1.78. Yes, with the exception of the need for additional law enforcement.
- 1.79. Yes, I certainly don't want to incorporate at this time. It is too costly and premature. I hope this issue will not be brought up every 3 – 4 years. Space it out a lot longer.
- 1.80. Yes, if it remains reasonably priced to contract Woodlands support.
- 1.81. ???

- 1.82. No, services are contracted and separate. Some are taxable entities (MUD DBT). Future water resources will be a challenge, as well as accountability for providing all services.
- 1.83. Yes.
- 1.84. Yes, it seems so.
- 1.85. Yes.
- 1.86. Probably not.
- 1.87. Yes, I do.
- 1.88. Not sure yet.
- 1.89. Yes.
- 1.90. Yes.
- 1.91. Yes.
- 1.92. Hopefully, but yes!
- 1.93. Yes.
- 1.94. Yes.
- 1.95. Yes.
- 1.96. Yes.
- 1.97. Yes. Services are meeting residents' needs.
- 1.98. Yes.
- 1.99. Yes.
- 1.100. Yes.
- 1.101. Yes.
- 1.102. I hope so.
- 1.103. It may be, especially if the State agreed to change what a township can do.
- 1.104. Yes.
- 1.105. Yes, for the next 10 – 20 years.
- 1.106. That depends on the board members that lead and how they lead. Lawmaking/ordinance making could be set up to benefit some more than others.
- 1.107. Yes. May change my mind 20 years from now.
- 1.108. No!
- 1.109. I am in favor of continuing the current township governance structure.
- 1.110. Yes.
- 1.111. Yes.
- 1.112. No, with the population increasing, incorporation should occur to be able to pass ordinances and enforce them. The Township has no power to pass laws.
- 1.113. Yes.
- 1.114. Yes.

- 1.115. Probably is for at least the next 10 years. Beyond that it's difficult to predict.
- 1.116. Yes.
- 1.117. Yes.
- 1.118. Yes.
- 1.119. What would the township need should we decide not to incorporation?
- 1.120. No.
- 1.121. Yes.
- 1.122. Yes.
- 1.123. Well organized project.
- 1.124. Yes. Have done an excellent job thus far.
- 1.125. In my vision of the future, yes.
- 1.126. Yes.
- 1.127. It appears they are working hard to think of all the contingencies that may come up. We all must remember that everything always costs more than we think it should. One problem that will never go away – too many people!
- 1.128. In the immediate (10- to 15-year) future, yes.
- 1.129. No.
- 1.130. Yes.
- 1.131. Not sure what ordinances are needed. Things are going well so far.
- 1.132. Yes, as long as the common goal is to incorporate in 2057.
- 1.133. Over an extended period, probably not.
- 1.134. Yes, if people continue to be willing to run for office and to be diligent.
- 1.135. Yes, in the near future, but not long term.
- 1.136. Yes.
- 1.137. Don't know, but think they do.
- 1.138. Yes.
- 1.139. Yes. Wait 40 years and address it later.
- 1.140. Yes.
- 1.141. Yes, for the foreseeable future.
- 1.142. Yes. Very well positioned.
- 1.143. Yes!
- 1.144. No, absolutely not!
- 1.145. No.
- 1.146. Not as it exists.
- 1.147. Yes.
- 1.148. Yes, except for road, street, and main traffic thoroughfare control.
- 1.149. Currently, yes.
- 1.150. At the present, yes.

- 1.151. Yes.
- 1.152. I hope so!
- 1.153. Yes.
- 1.154. Yes.
- 1.155. Yes!
- 1.156. Yes.
- 1.157. Essentially, yes.
- 1.158. Yes.
- 1.159. Not yet.
- 1.160. Yes.
- 1.161. Yes.
- 1.162. It seems so. Since I am 70, the status quo appeals to me. Something in between seems worth exploring.
- 1.163. No, cannot grow in an orderly manner. We are still controlled by a developer.
- 1.164. Yes.
- 1.165. The corporate ownership could be a problem. Will there be sufficient control by the residents?
- 1.166. Yes.
- 1.167. Yes.
- 1.168. Yes.
- 1.169. Yes.
- 1.170. Yes.
- 1.171. Depends on how many years you address. Currently in the near future or 5 years, I think is okay.
- 1.172. Yes.
- 1.173. It seems the Township is operating okay – at least for now. Not sure about the future.
- 1.174. Yes.
- 1.175. Yes.
- 1.176. Perhaps. Not clear from the information.
- 1.177. Don't know. Let's do this in steps. Add our own police. Get that under our belt, then move forward.
- 1.178. The analysis appears to be quite complete. However, it is hard to foresee all possible challenges.
- 1.179. No. A change of leadership is needed.
- 1.180. Yes.
- 1.181. Yes, I think so. I hope so!
- 1.182. Yes.

- 1.183. Yes.
- 1.184. Seems to be working fine.
- 1.185. Yes. Up to a point, but as community grows, the need to be totally self-governed could become more beneficial.
- 1.186. Yes.
- 1.187. Probably.
- 1.188. Yes.
- 1.189. The current structure seems to work very well, and it's efficient by sharing services with the County, (i.e., law enforcement administration).
- 1.190. Yes. The Township is a natural bridge between our former governance and future incorporation. The transition thus far has been smooth and I foresee any future transition being equally smooth.
- 1.191. Only as they explore creative opportunities to create a better option than incorporation!
- 1.192. Thanks for an informative presentation!
- 1.193. Yes.

**2. Based on the information presented, what are the potential positive impacts incorporation could have on the community?**

- 2.1. Probably more transparent and accountable government. Few understand or pay enough attention to all the current organizations. Long-term maintenance of Woodlands' quality of life. Clear local control. Local police focused on The Woodlands' need. Tools to maintain The Woodlands' quality of life.
- 2.2. Ability to pass laws and ordinances. More control over community matters and future development. Unified provision of services.
- 2.3. None.
- 2.4. I can't really see any need to incorporate at this time.
- 2.5. Ordinance capabilities.
- 2.6. Local laws.
- 2.7. Control over quality of services \_\_\_\_\_ Houston or Conroe.
- 2.8. Not sure that local ordinance power is really important.
- 2.9. While it would have ordinance power, this may not truly be advantageous.
- 2.10. Not much – consolidate services.
- 2.11. High MUD and property tax on resident homes!
- 2.12. None.
- 2.13. I don't really see any.
- 2.14. The 70% tax increase.

- 2.15. Control of community \_\_\_\_\_ ordinance and services.
- 2.16. We need to understand the data and model used to generate the cost number for incorporation.
- 2.17. Need data and model explanation on how incorporation costs were derived.
- 2.18. Draft ordinances. Ensures no annexation by Houston, thereby protecting property values – unless property taxes skyrocket.
- 2.19. Zoning authority. However, there are things done now that could improve the DSC/RDRC. Tighter regulation of environment.
- 2.20. None.
- 2.21. Does not appear to be worth the cost if we don't get relief from the County for all the expenses they are relieved from being responsible for. One positive impact would be to increase focus and effort on traffic control.
- 2.22. No.
- 2.23. It could make more laws – would that be a good thing? Do we really need zoning, planning commission, etc.?
- 2.24. Cannot be annexed by Houston.
- 2.25. Ordinance making. Eliminate possibility of annexation. More local control.
- 2.26. No possible annexation in 2057. Better planning regarding future problems. Combining water/sewage structure.
- 2.27. Ordinance-making ability.
- 2.28. Central provider of services, in most cases. More control over services provided.
- 2.29. None apparent.
- 2.30. City control versus county control.
- 2.31. It appears to me the two advantages are that our city would have greater control of government entities, and incorporation into Conroe and Houston would not be possible.
- 2.32. None.
- 2.33. Not sure at the moment.
- 2.34. Not to be annexed by Houston!
- 2.35. None for me and my family.
- 2.36. Local control, legacy for future generations, to leave The Woodlands to be a city.
- 2.37. The costs to incorporate are very high. The benefits as described are vague and not quantified. It is unclear to me what issues exist that can only be addressed by ordinances implemented after incorporation.
- 2.38. Primarily, avoiding annexation by Houston. When Kingwood was annexed, taxes increased but services lagged significantly behind. Houston has a lot of



- unfunded pension plan obligations that would be best avoided. Ordinance-making ability right now does not seem worth the cost.
- 2.39. We would have our own way of doing things (rules, revocations, etc.)
  - 2.40. Have own rules/regulations with governance locally.
  - 2.41. WDLS Township Governance (Incorp.) for law enforcement would not be interdependent with a larger consumer base if annexed. Incorporation keeps WDLS public services focused on the WDLS with premier response.
  - 2.42. Prevent annexation.
  - 2.43. None that were shown.
  - 2.44. None.
  - 2.45. Other than creating ordinances, I'm not sure.
  - 2.46. Not at this time. Cost overrides are not worth it.
  - 2.47. None at this time. The cost does not balance with the little amount of legal we would gain.
  - 2.48. Local ordinances would be enforceable by law. But this could be a non-issue if we were able to negotiate the township the ability to make local ordinances.
  - 2.49. Identity, responsiveness, faster changes, higher degree of control.
  - 2.50. I don't see any positive impacts.
  - 2.51. More local control. City could collect franchise fees under certain conditions. Could develop more restrictive covenants. Consolidation of local services.
  - 2.52. Local control.
  - 2.53. Ability to enact ordinances.
  - 2.54. None that I could see. It could even be worse and certainly more costly.
  - 2.55. Not sure.
  - 2.56. The ability to make ordinances and laws we currently don't have authority to make.
  - 2.57. More local control, law-making ability, ordinances, potential to control future taxes.
  - 2.58. I see no positive impact. The City of Houston and Conroe cannot annex The Woodlands for 50 years.
  - 2.59. None that I can think of.
  - 2.60. I'm not sure of any.
  - 2.61. I do not see a benefit at this time to incorporate.
  - 2.62. Assuming services don't change, it seems to be a financial decision.
  - 2.63. Not much.
  - 2.64. More jobs for all new required seats in government.

- 2.65. You tell us. What do you intend to do with the increased control the city would have?
- 2.66. More control, I guess; everything centralized.
- 2.67. Better control on \_\_\_\_\_ and general safety.
- 2.68. I am hard pressed to find one truly compelling positive reason. We have good services now, and the proposal seeks to maintain that level. What do we gain? More government? No, thanks.
- 2.69. None that were made clear.
- 2.70. Free from annexation threat. Local governing authority.
- 2.71. Not much until 2057.
- 2.72. None of significant noted.
- 2.73. The ability to govern itself and not be annexed by Houston or Conroe.
- 2.74. None that I can think of.
- 2.75. Centralize services and accountability. Establish local control ordinance-making authority. Review and correct items in the gap analysis summary.
- 2.76. Keeps Houston's annexation "hands off" of The Woodlands for sure.
- 2.77. None.
- 2.78. Improved sense of community/place.
- 2.79. I don't see any positive impacts that would justify this amount of tax increase.
- 2.80. More local control of services.
- 2.81. None.
- 2.82. Efficiency, accountability, control, alignment.
- 2.83. None that I can see.
- 2.84. Not sure! Did not really hear any "benefits" to incorporation – only a costly "to do" list.
- 2.85. Ability to ordain (create or pass ordinances).
- 2.86. I cannot see the advantage to incorporation. I am unclear what status the Township needs that might be lacking due to the government form. However, to avail future annexation, incorporation is certain.
- 2.87. Ability to become a city and not be tied to Houston. Ability to stay a great community!
- 2.88. We control our own destiny!
- 2.89. None really jump out. Only reason is to avoid annexation from Houston. Case not made for need of "ordinances."
- 2.90. None.
- 2.91. Independence from City of Houston and Montgomery County to set goals for the community and enact ordinances.

- 2.92. More control for residents over their community. More authority for governance of the community.
- 2.93. Not sure.
- 2.94. The main positive impact would be the municipality's ability to make ordinances. That being said, the increase of almost \$10,000 in taxes is a steep price to pay for the enforcement of a "no fireworks" zone.
- 2.95. I am not sure there are any.
- 2.96. Could not be annexed by City of Houston.
- 2.97. None at this time.
- 2.98. Several, but I lived in Kingwood – enough said! Annexation is not a solution – but incorporation may be too expensive for residents.
- 2.99. None right now! In the future, control of roads and maintenance and increase law enforcement as needed.
- 2.100. More local control.
- 2.101. We are tired of paying more property taxes period!
- 2.102. Once incorporated to a city status, long-term \_\_\_\_\_ would be established.
- 2.103. To make laws and ordinances.
- 2.104. The ability to create ordinances/local laws, increased local control, and consolidated service delivery.
- 2.105. We as a community already pay for services. I think our money would be better spent on providing services through a municipality (wouldn't be a home rule city).
- 2.106. Ability to make laws for The Woodlands as its own city. Focus on what the residents want versus the County or Houston or Conroe as a city.
- 2.107. Consolidation of services.
- 2.108. Local ordinance capability.
- 2.109. Making ordinances.
- 2.110. Probably standard \_\_\_\_\_ of services. But this may also indicate that service levels will no longer excel.
- 2.111. Ability to pass ordinances and provide better law enforcement services.
- 2.112. None directly, unless total control of governance is desired by majority of the citizens.
- 2.113. Did not discuss.
- 2.114. Lower taxes for some, local laws for all, higher service levels.
- 2.115. More power to govern and legislate. Convenience.
- 2.116. Less influence from Montgomery County (Conroe) politicians!
- 2.117. Perhaps more police protection. More local control.

- 2.118. Ordinance passing and enforcement ability.
- 2.119. Local control – make law enforceable ordinances/laws.
- 2.120. Increased focus of law. Hopefully, better traffic control!
- 2.121. None!
- 2.122. Very few if any.
- 2.123. Only the ability to pass laws.
- 2.124. Ordinances. Laws that would be upheld.
- 2.125. Keep us from becoming part of Houston.
- 2.126. Some - municipal court to collect fines, ordinance authority, zoning authority, design standards, and building codes, fees, and inspections.
- 2.127. Police Department, local services.
- 2.128. None sufficient to merit a change at this time!
- 2.129. There should be an analysis of the difference in cost between incorporation and annexation by Houston and Conroe, and it should be made available to the public.
- 2.130. I don't see any. I feel it would put a much heavier financial burden on individuals.
- 2.131. Local control, but we have it for the most part. Not really discussed tonight.
- 2.132. Can't visualize any benefits at this time.
- 2.133. Negative. Raise taxes! More government in our lives.
- 2.134. Control over fate. Risk mitigation needed, plus we need to control nuisances!
- 2.135. Self government.
- 2.136. Standards would continue. We would avoid being overtaken by Houston & Conroe.
- 2.137. Enforcing ordinances.
- 2.138. Generally none. One consideration is enforcement of ordinances and local policies.
- 2.139. Ability to pass local ordinances.
- 2.140. The ability to pass ordinances.
- 2.141. None.
- 2.142. Ordinances against dogs barking.
- 2.143. Absolutely none. Increased taxes, increased laws.
- 2.144. Absolutely none. Increased taxes, increased laws.
- 2.145. None!
- 2.146. None that I heard, other than avoiding Houston.
- 2.147. None.
- 2.148. Ordinance making.
- 2.149. None that I need or want.

- 2.150. Not sure. I'm unsure of my present rate. Need to research it.
- 2.151. We could assume our place with Sugarland, etc., as an important city in Texas. We would be in the top 20 cities.
- 2.152. 0
- 2.153. Could block County from making ordinances we don't want. Ordinance-making capability. Might counter possible negative decisions by a corporate owner in the future.
- 2.154. Very few.
- 2.155. Nothing of any consequence.
- 2.156. Nothing.
- 2.157. Not many.
- 2.158. More control.
- 2.159. I would like to see ordinance come into being. They would have more "power" than the covenants which many people don't adhere to.
- 2.160. I don't see any advantages today though early.
- 2.161. I fail to see positive impacts, unless it means tax relief.
- 2.162. They seem to be very few. It appears to me that we are doing pretty well with current system.
- 2.163. I cannot think of any.
- 2.164. Zoning and ordinances with legal power of enforcement.
- 2.165. More control.
- 2.166. None.
- 2.167. More local control.
- 2.168. We will never be annexed by Houston or Conroe. We will be able to issue ordinances.
- 2.169. More control.
- 2.170. None. It seems all you want is ordinance-making authority. You want to impose more rules. Government at its best.
- 2.171. No longer threat of annexation. Can make own laws. Totally self-sustaining. At this time seem to be more negative aspects than positive.
- 2.172. None. No on incorporation.
- 2.173. None.
- 2.174. To me, the main benefit would be local control, including ordinance.
- 2.175. Not clear at all.
- 2.176. Ordinance creation authority.
- 2.177. Freedom from annexation. Local control.
- 2.178. Taxes are important. The services currently in The Woodlands are adequate and good. I see no reason to not wait for becoming a township based on the

added expense at this time. We can reconsider for another 45 years as costs or conditions change.

2.179. Resolve the annexation threat.

**3. Based on the information presented, what are the potential negative impacts incorporation could have on the community?**

- 3.1. Higher taxes.
- 3.2. Higher taxes immediately if incorporate now.
- 3.3. Change from public volunteer TWT directors.
- 3.4. Cost increase, increased government.
- 3.5. Costs.
- 3.6. Cost > Benefit.
- 3.7. Cost.
- 3.8. I could answer this only if I knew the future.
- 3.9. Higher taxes. Tremendous number of changes, both physically, legally, structurally, etc. which could cause a lot of dissension in community.
- 3.10. Sorry - did not see the questions on the back. Higher taxes and too much government control or power.
- 3.11. % of tax increase.
- 3.12. Higher taxes.
- 3.13. Higher taxes.
- 3.14. Taxes would increase. Many other negative impacts too numerous to mention here. Keep taxes down.
- 3.15. Why would I want to pay 70% more in taxes/fees for the same level of services? Leave it as it is.
- 3.16. Higher taxes. Loss of some services that don't fit into a typical city model: neighborhood services.
- 3.17. Higher taxes.
- 3.18. The services we have now I'm concerned that they will not be on the same standard.
- 3.19. I didn't hear any negatives (or positives), other than control issues?
- 3.20. Increased taxes will make it less desirable and could impact property values.
- 3.21. Increased taxes from a real estate standpoint will affect perception of value.
- 3.22. A raise in taxes.
- 3.23. Higher taxes in a slow economy.
- 3.24. More government.
- 3.25. Expanding police protection. Also tax increase in order to build city's own police department, fire department, courts, etc.

- 3.26. We pay twice for some services provided by the County.
- 3.27. Raised taxes and costs.
- 3.28. Merger of the MUDs with the financial impact on older MUDs. Might be a greater cost to residents. Wouldn't reduce the taxes currently paid to the County.
- 3.29. Too much centralization. Too much politics.
- 3.30. Cost only. Could be annexed someday.
- 3.31. Higher taxes and more bureaucracy.
- 3.32. Higher taxes.
- 3.33. Very high tax rates.
- 3.34. Too high taxes.
- 3.35. Increased cost.
- 3.36. All negative!
- 3.37. More taxes, more expenses, more regulation.
- 3.38. Increased taxes, increased spending, more regulation.
- 3.39. Increased taxes.
- 3.40. Increased taxes.
- 3.41. Cost – just to provide services we already have. Inefficient. Could drive more people to live outside The Woodlands.
- 3.42. Increase in cost, adding layers of bureaucracy.
- 3.43. Homeowner tax rate would be much higher than in surrounding cities.
- 3.44. Uncontrolled spending, higher taxes, with continuous increases.
- 3.45. Higher taxes.
- 3.46. Increased tax rate. No change in taxes collected by County.
- 3.47. Possible tax increase.
- 3.48. Cost. No other negatives.
- 3.49. Cost, time/resources, fractured structure, too much government.
- 3.50. Prohibitively high tax rates. Inequality between MUD customers.
- 3.51. Same as 2. "I don't see any. I feel it would put a much heavier financial burden on individuals." Too many laws.
- 3.52. Cost – increasing costs over time.
- 3.53. Increased cost to live in The Woodlands.
- 3.54. Cost, higher property taxes
- 3.55. The presentation did not identify options available after incorporation and assumes no decrease in current services. What was the analysis of Centennial, Colorado's, model?
- 3.56. Higher personal cost since County services cost would not be lowered.
- 3.57. Higher taxes.

- 3.58. Obviously, the huge increase in taxes.
- 3.59. Higher taxes. Better services are questionable with higher taxes.
- 3.60. Higher taxes.
- 3.61. Higher taxes. Increased accountability and governance over current structure with passing ordinances, loss of personal freedoms.
- 3.62. Cost.
- 3.63. Higher taxes.
- 3.64. Taxes will be beyond my budget.
- 3.65. More influence by The Woodlands politicians!
- 3.66. Increase in taxes. More power to governing board to legislate when not needed. Higher taxes could deter businesses moving here.
- 3.67. Higher cost (for higher service level).
- 3.68. Significant increase in costs – did not sell positives or service improvements.
- 3.69. Placing a larger financial burden on "families"!
- 3.70. Higher taxes.
- 3.71. No doubt, exorbitant tax levies. It seems that Creekside and a handful of communities would benefit with decreased taxes.
- 3.72. Higher taxes.
- 3.73. Higher taxes.
- 3.74. Higher tax rate.
- 3.75. Significantly higher tax rates which reduce the desirability of living here, and businesses will suffer.
- 3.76. Higher taxes.
- 3.77. Higher expenses.
- 3.78. Tax increase for some.
- 3.79. Increase in property taxes and MUD rates for the large majority of inhabitants.
- 3.80. Increase of taxes as community ages.
- 3.81. All I see is higher property taxes and more regulations.
- 3.82. Increased cost.
- 3.83. Increased costs without increase in services. Will drive people away from The Woodlands.
- 3.84. Too high property taxes to handle upkeep. Business interests may force residents to take a "back seat."
- 3.85. Higher taxes without providing a great positive impact.
- 3.86. Increased tax rates. Many additional responsibilities.
- 3.87. Much higher taxes, which will reduce house values. Also my MUD tax is now low.



- 3.88. The tax increase would be devastating! Our MUD would increase over \$3,000. Our other tax would increase \$5,700. Total tax, \$41,000, more than I ever made for a yearly teacher's salary.
- 3.89. Increase in taxes.
- 3.90. Higher costs.
- 3.91. Higher costs, no improvement to services or lifestyles.
- 3.92. Higher taxes.
- 3.93. Higher taxes.
- 3.94. Cost increase of taxes. Penalizing MUDs that have paid \_\_\_\_\_ and rewarding MUDs that have recently spent investments.
- 3.95. Slight increase in taxes.
- 3.96. Slight increase in taxes.
- 3.97. More taxes.
- 3.98. Static county tax with decreased county service. Gone or diminished – police, street repair, traffic control.
- 3.99. Transition management, negative impact to services, but with increased cost.
- 3.100. Tax rates.
- 3.101. Costs.
- 3.102. Higher taxes.
- 3.103. Contracting personnel and equipment to manage services could prove more expensive and stimulate tax increases.
- 3.104. This huge tax increase might create a situation of many residents losing their homes.
- 3.105. Another "layer" of government.
- 3.106. Higher taxes. Negative outside groups coming in. I do not see additional value for costs to me.
- 3.107. Government entities tend to grow!
- 3.108. Future lawsuits liability will be incurred against city for law enforcement and civil actions. No inflation or ongoing costs factored in. Politicians never reduce costs/taxes. Taxes will always be higher than projected.
- 3.109. Some financial impact – but okay.
- 3.110. Increase in all costs and taxes.
- 3.111. Substantial tax impact on the community as a whole, thus reduced disposable income for Woodlands' growth.
- 3.112. Significant increased costs and taxes. High level of spending for new services and facilities.
- 3.113. Higher taxes, increased costs generally with little change in services.

- 3.114. Taxes. Burden on fixed income residents. County taxes will not go down – even after service level will decrease.
- 3.115. Increased taxes which would slow growth and impact home values.
- 3.116. Loss of the true charm of this area.
- 3.117. Increased cost, and therefore expanding the homogeneity (age, race, nationality) of The Woodlands. Non-U.S. citizens cannot vote?
- 3.118. Many current residents would have to pay higher taxes. Community would have to provide more buildings, hire people, etc. Take over things currently done by others. Too expensive to live here. Loss of library services. Real estate market impact? Short term? Long term?
- 3.119. Lower the quality of life in all areas. Police, all emergency services. Parks, natural beauty would be lost. Level of service would be inferior to what it is today.
- 3.120. Higher taxes.
- 3.121. Potential inefficiencies of services as the transition occurs and The Woodlands city develops internally.
- 3.122. Costs will increase substantially.
- 3.123. With a smaller tax base, the potential for higher taxes seems evident.
- 3.124. More costs to residents. Many people in The Woodlands are retired and are not in agreement with the plan.
- 3.125. Higher taxes!
- 3.126. Expenses projected could be low, causing rates to go higher than anticipated.
- 3.127. Lesser services, raise in taxes (property), change in property values, inability to make city ordinances/law and enforce them.
- 3.128. More expensive to live here.
- 3.129. Bigger government body?
- 3.130. Higher costs, more laws, more government activity.
- 3.131. Higher costs, change in character of the community.
- 3.132. Increased taxes, more local control.
- 3.133. Higher taxes. Duplicate payment on some services due to county tax rate remaining same, yet services rendered being reduced.
- 3.134. Paying the county for services that we are required by law to pay for a second time as a city.
- 3.135. Cost.
- 3.136. Taxes, larger political structure, and spanning two counties. I would be concerned about guaranteeing citizens universal services across counties which could open the town to lawsuits, i.e., ambulance, police, etc.

- 3.137. Huge cost with no added value. The ability to make ordinances is not a benefit but a liability.
- 3.138. Higher tax rate and MUD rate.
- 3.139. Increased taxes without improving services.
- 3.140. Fluctuating tax base to homeowners due to MUDs.
- 3.141. High taxes! Need better transit services within the community. Especially for the elderly and handicapped.
- 3.142. Higher taxes and increase of costs of living, etc. More money to run The Woodlands as time passes.
- 3.143. Higher taxes.
- 3.144. Major tax increase versus current township and MUDs. Possibility of some undesirable ordinances.
- 3.145. Higher taxes, potential property devaluation.
- 3.146. The issue could divide the community by MUD district and add confusion among the residents and decrease desire to live in an area with such high taxes, opposed to areas very close, like Oak Ridge.
- 3.147. Massive tax increase for the same services.
- 3.148. Cost.
- 3.149. Higher costs. Unknown zoning regulations and expansion of city boundaries.
- 3.150. Higher taxes, higher water rates.
- 3.151. Increased cost with no improvement in service.
- 3.152. Higher taxes. Higher water rates.
- 3.153. Transition itself would not be transparent.
- 3.154. The cost is outrageous! We don't need more overhead or duplication of services. Administration currently provided satisfactorily by the county.
- 3.155. Higher taxes. County won't have to lower their taxes.
- 3.156. Higher taxes. Higher utility costs.
- 3.157. Huge transition that requires both leadership and money.
- 3.158. Taxes.
- 3.159. Tremendous negative impact. We need less regulation and taxation, not more. We feel blackmailed by Houston and will be paying them for years. Why would we do it to ourselves?
- 3.160. Cost of living, lower property values.
- 3.161. Higher taxes.
- 3.162. Skyrocketing tax rate. Consolidation of MUDs (current current rate is low). Lack of county services but tax rate not decreased.
- 3.163. Money – cost increases.
- 3.164. Money.

- 3.165. Cost – increased tax.
- 3.166. Increased taxes, but better than being \_\_\_\_\_ Houston.
- 3.167. Increased tax rate.
- 3.168. Increased taxes.
- 3.169. Increased taxes. High salaries and overhead due to elected officers!
- 3.170. Higher costs for taxpayers. Double taxation via unchanged county taxes.
- 3.171. Tax rates could impact desirability of housing market.
- 3.172. Tax rates could be a deterrent for future home sales.
- 3.173. Consolidations of MUDs.
- 3.174. Increased taxes for same services.
- 3.175. Paying for county services that The Woodlands will not benefit from through tax payments. Recreating "the wheel" when "the wheel" is already working.
- 3.176. Higher MUD rates.
- 3.177. The Woodlands would have a lot more responsibilities. These could become quite burdensome financially. Have to build facilities for law enforcement, etc.
- 3.178. Taxes go up.

**4. Based on what you have learned, how could incorporation impact you?**

- 4.1. Higher taxes.
- 4.2. Higher taxes. Little change in the services.
- 4.3. Negatively.
- 4.4. Cost increase – mild (but much less than annexation by Houston would cause).
- 4.5. Increased taxes.
- 4.6. Increased tax MUD #36.
- 4.7. My taxes will increase. I think local control is good, but I haven't determined if it's worth the cost.
- 4.8. Negatively – another layer.
- 4.9. As above. Concern about maintaining our high level of service.
- 4.10. My taxes would go up for services remaining the same. Too much government making new rules affecting quality of life.
- 4.11. Increase of both services/taxes.
- 4.12. The freedom of the threat of annexation.
- 4.13. Raise my taxes for very little positive benefits.
- 4.14. Negatively.
- 4.15. Negatively.

- 4.16. I would not consider the increase in taxes to be worth the ability to pass ordinances. I would advocate more of a compromise option that would include legislation to allow ordinance passage and to ward off annexation permanently.
- 4.17. I'm retired on a fixed income. I may have to sell my home and move to the country.
- 4.18. Our taxes would increase too much.
- 4.19. Taxes will go up. Services would remain the same. Seems like a loser.  
"Where's the beef?"
- 4.20. Increased taxes for no perceived benefit.
- 4.21. Higher taxes.
- 4.22. A raise in taxes.
- 4.23. Being in MUD 36, my fees would be much higher along with higher taxes. Old person in older part of town!
- 4.24. Increase in tax bill. Ordinances could be enforced by law.
- 4.25. Higher taxes.
- 4.26. Taxes. Negative impact. Tax increase.
- 4.27. My taxes increase by \$3,000.
- 4.28. Some positive but extra costs.
- 4.29. Tax increase.
- 4.30. It would increase the amount of taxes paid. The MUD cost would be about the same.
- 4.31. Much higher taxes.
- 4.32. Would cost me \$700 a year.
- 4.33. Negatively.
- 4.34. Higher taxes.
- 4.35. It would become more expensive to live in The Woodlands.
- 4.36. Would not live here because of costs.
- 4.37. Would have to sell, higher taxes, not affordable to a "fixed" income.
- 4.38. All negative!
- 4.39. More expensive to live here.
- 4.40. It will make it more expensive to live here.
- 4.41. Increased taxes without certainty that services will remain same quality, especially through transition.
- 4.42. Very negatively. Don't want to pay more for services that are already there at a high level.
- 4.43. Raise my taxes significantly.
- 4.44. Would greatly increase my taxes.

- 4.45. Raise property taxes and not increase services per sé.
- 4.46. It would give us the ability to elect a government.
- 4.47. Ability to elect a governing body.
- 4.48. Higher taxes. Positive ordinance capability, road maintenance, rural laws superseded by municipal/urban laws.
- 4.49. Would likely move out of The Woodlands or become a renter, not a homeowner.
- 4.50. Pay higher taxes.
- 4.51. Financial stress.
- 4.52. It will drive people like me on fixed income out of The Woodlands and take my home away from us. Woodlands Corp. will keep adding infrastructure and people and cause taxes to continually increase.
- 4.53. Negative impact. Higher costs to live here.
- 4.54. It would have a negative impact due to increased tax rates.
- 4.55. Very little impact if over-65 homestead exemptions are utilized.
- 4.56. Increase in yearly cost of living here.
- 4.57. Increase my taxes.
- 4.58. Do not believe we could handle the 70.4% tax increase.
- 4.59. Very negatively!
- 4.60. We'd have to move.
- 4.61. Besides higher tax, more focused on personal service. Make sure the new municipality does not try to over control.
- 4.62. \$2,000/year increase in tax.
- 4.63. Would hurt. Fixed income can't easily handle greater taxes. Doubled. Might have to leave The Woodlands.
- 4.64. More higher taxes.
- 4.65. Taxes would go up.
- 4.66. Cost us more, provide the same services.
- 4.67. Increase taxes.
- 4.68. Lower taxes, better police/public safety, will not lower county taxes when should since providing \_\_\_\_\_ services. City can collect franchise fees.
- 4.69. Higher taxes – same services.
- 4.70. As a senior citizen and looking at a fixed income in a couple of years, the increased "tax base" could possibly lead to leaving the community.
- 4.71. Higher taxes. But better security. Hardship for retirees!
- 4.72. Increased taxes.
- 4.73. Higher taxes with no increase of services.
- 4.74. Our taxes will increase with no increase in services.

- 4.75. Higher taxes.
- 4.76. Much higher taxes with probably no better service delivery.
- 4.77. Higher taxes.
- 4.78. Financially.
- 4.79. Our taxes would increase, but that does not concern me. We paid HOA fees for many years. It is all a tradeoff.
- 4.80. Increased property taxes and MUD rates.
- 4.81. Higher taxes.
- 4.82. For a retired person, the uncertainty of the increase is too uncertain.
- 4.83. I am against incorporation if my taxes go up.
- 4.84. Higher taxes.
- 4.85. Much higher taxes!
- 4.86. Financially. The Woodlands may get too expensive for this middle-class family.
- 4.87. Not now or the next 10 – 20 years.
- 4.88. Higher taxes.
- 4.89. A lot higher costs. See #3. "Made higher taxes, which will reduce house values. Also my MUD tax is now low."
- 4.90. It would primarily increase our already high taxes. After all these years of "paying down" a MUD rate, it would be tough to swallow MUD equalization.
- 4.91. Increased taxes.
- 4.92. Higher costs, more control in determining how the community is governed.
- 4.93. More cost.
- 4.94. More tax.
- 4.95. More tax.
- 4.96. Won't vote for it at this time.
- 4.97. Let's incorporate. The slight increase in tax rate is worth the cost.
- 4.98. Slight tax increase, but not as much as I thought. Incorporate in 2014. Why wait?!
- 4.99. Raise taxes. However, The Woodlands would be protected against annexation in the future.
- 4.100. Increased taxes, more control (ordinances).
- 4.101. Would have to subsidize "Creekside" MUD! Obvious increased costs/tax burden.
- 4.102. Added cost of \$1300/year.
- 4.103. Increase taxes, probably sell home and move.
- 4.104. Cost too much.
- 4.105. Since I live in Creekside, my taxes would reduce significantly.

- 4.106. We would have, as a retired couple, an extreme hardship to find additional money for these taxes.
- 4.107. Taxes would rise.
- 4.108. Put a dent in static income.
- 4.109. My taxes go up \$1,000 to \$1,100/year. My county taxes would not be reduced.
- 4.110. Increased taxes with no significant increase in quality of life.
- 4.111. Okay.
- 4.112. Negatively at this time due to high financial impact.
- 4.113. Considerably higher taxes.
- 4.114. Higher costs and taxes for some only similar services.
- 4.115. Hardship because of much higher tax outlay.
- 4.116. Higher taxes. Not much change in service for such higher taxes. As population ages, we will depend on more residents with fixed income, so taxes will go even higher.
- 4.117. Very negative – would likely relocate.
- 4.118. Personally, I would benefit financially, because I am in MUD 386, the only one that saves. And yet, I am not wildly in favor of incorporation. You are not giving convincing reasons.
- 4.119. More governance, higher cost.
- 4.120. Increase in tax by \$1,243.46.
- 4.121. I expect "life" would get too expensive here – time to move on. Appraisal district already over-inflates my property value.
- 4.122. Higher taxes.
- 4.123. Lower overall tax (MUD \_\_\_\_\_ township). MUD 386 resident. Very appealing from a financial perspective. Same service level – no impact.
- 4.124. I would have a larger total increase in taxes, and as a retired person, it would encourage me to move.
- 4.125. Tax increase.
- 4.126. More taxes.
- 4.127. The expense is too great, especially for those of us who are retired.
- 4.128. Nominal increase in taxes won't impact me.
- 4.129. Greatest concern is what is listed in the above box. "Lesser services, raise in taxes (property), change in property values, inability to make city ordinances/law and enforce them."
- 4.130. More expensive to live here.
- 4.131. Higher taxes overall.
- 4.132. \$2,000/year cost.



- 4.133. Our MUD rate would decrease, resulting in a lower tax overall.
- 4.134. Higher taxes. Probably not on day-to-day basis. Services might decrease – also quality.
- 4.135. Protection from future annexation by Houston. Develop our police force.
- 4.136. Minimally. I don't think the financial impact will influence my decision to live or not live in The Woodlands. I don't see any positive benefits to incorporation.
- 4.137. Higher cost.
- 4.138. Higher taxes.
- 4.139. Huge increase with no value added.
- 4.140. Raise my taxes.
- 4.141. Raise taxes.
- 4.142. Double taxation.
- 4.143. More expense! Currently on a fixed income.
- 4.144. Retirement – set income would be factor. No set costs – will be fluctuating in future. Live in Windsor Hills. Pay own homeowners' assessments plus The Woodlands taxes – costly for us.
- 4.145. Being on a fixed income, the additional tax would impact me.
- 4.146. Essentially same services, with major tax increase. Ordinance-making ability does not seem now to be a great advantage, since currently laws seem to be working well.
- 4.147. Higher costs. No well-defined benefits.
- 4.148. Minimal, if any, increase of local control; but great increase of tax.
- 4.149. Negatively. Will consider retiring elsewhere.
- 4.150. Cost, assuming annexation would not come in my lifetime.
- 4.151. Would be much more expensive to live here.
- 4.152. Increase cost/taxes.
- 4.153. More expensive to live here.
- 4.154. Increase in taxes.
- 4.155. It would double my local taxes. That's +\$10,000 I don't have. Am retired and living on a pension and savings.
- 4.156. Higher taxes. May be difficult to pay taxes at some point with the 16+% increase in assessed value last year.
- 4.157. Not sure, but I think it gives us more assurance of a better, more consistent future.
- 4.158. Higher taxes.
- 4.159. I would pay more taxes.
- 4.160. Many of the reasons we choose to live here would not exist any longer.

- 4.161. Sounds like it would be negative.
- 4.162. Higher taxes.
- 4.163. No change.
- 4.164. Higher taxes – unbearably high. Dreadful resale impact – no increase in services.
- 4.165. Uncertainty.
- 4.166. Uncertain.
- 4.167. First glance, lower MUD dollars. Increase control of community future.
- 4.168. Higher taxes.
- 4.169. Increase tax rate for same services.
- 4.170. My taxes would go up \$1,500/yr.!
- 4.171. Increased tax!
- 4.172. Adversity.
- 4.173. Raise our property taxes significantly.
- 4.174. Raise our property taxes significantly.
- 4.175. Tax increase, no guarantee of county-provided services.
- 4.176. Increased taxes.
- 4.177. Higher taxes, fewer services. The only benefit I can see is that twice a year the police would be able to ticket those using fireworks; therefore, hopefully keep The Woodlands a bit safer and quieter.
- 4.178. Not explained.
- 4.179. My taxes would increase by >\$1,300. Provision of services would be more consistent.
- 4.180. Acceptable increase in tax. Probably simpler – fewer organizations to deal with.

**5. If you could speak directly to the Board of Directors, what advice would you give them regarding what should be done next about The Woodlands' governance structure?**

- 5.1. (a) Prior to election, prepare specific list of gaps that exist and could be closed by ordinance. What does Sugarland, McKinney do different than the current Woodlands Township to maintain and protect the community? (b) Clarify one-time start-up cost (new facility) versus ongoing operational cost. Go slow. No rush. Get it RIGHT the first vote. The township was a great step. Think vote in 2 – 3 years. (c) Excellent presentation. (d) Good that presentation will be on Web. (e) Please put FAQ on Web. (f) Clarify fire protection tax and coverage. (g) Clarify expected time that developer will be done and leave.

- 5.2. Provide objective assessments of the pros and cons of different forms of governance, and incorporation scenarios at different times before 2057. Publish the FAQ and questions asked tonight and answers, i.e., on website and publications. Make sure all options are fully researched – take the time needed. Show us a list of all the services that the town will need to provide if incorporated. Nobody likes change, so a smooth transition would be desirable, i.e., take on some obligations over time before incorporation.
- 5.3. None.
- 5.4. Continue listening to the community's inputs and needs. Don't rush a vote until you are sure that you have educated as many people as you can.
- 5.5. Research how to lower taxes or keep things as is.
- 5.6. Defer elections for another 10 years or more.
- 5.7. Defer elections for another 10 years or so.
- 5.8. Work with the counties to get greater assurances that county rates will adjust down when The Woodlands becomes a city.
- 5.9. Do nothing until 2057!
- 5.10. No election for 25 years until all MUD debt paid off!
- 5.11. Don't rush to incorporation.
- 5.12. Provide all information to the community to make informed decision.
- 5.13. Delay to the future for any incorporation vote.
- 5.14. Delay the vote.
- 5.15. Do not incorporate. No clear benefits. I think our ordinances/deed restrictions are fine as is.
- 5.16. Reorganize and mature the covenant debt. A superior director. Standard RDRC manual. A more informed RDRC (developer rep is important to retain).
- 5.17. More communications on impact of incorporation.
- 5.18. Seek a better equitable economic agreement with the county.
- 5.19. Speak directly to the residents using real numbers, not estimated percentages. I would like to see us control our police force but not incorporate.
- 5.20. Continue to analyze and understand the pros/cons of incorporation. Communicate, communicate, communicate.
- 5.21. Move toward incorporation. I like the way it is currently but think long-range benefits will be better under incorporation.
- 5.22. Maintain a high level of law enforcement and fire/EMS protection.
- 5.23. Drop this initiative. Give the township a chance to work. Collaborate with the county to develop an ordinance-making procedure for The Woodlands.
- 5.24. Do not have enough information at this time.

- 5.25. Remain a township for now. Pursue with the state legislature that a bill be passed allowing the township to pass ordinances.
- 5.26. Delay any decision for at least 10 more years. Look at other choices prior to any decision.
- 5.27. I think we should go ahead. It probably won't be any cheaper to incorporate in five years or more.
- 5.28. It will be necessary to make a strong case for cost.
- 5.29. Wait until 2020 when we have more data and both Town Center and Creekside are more fully developed.
- 5.30. Please explore more options, new ordinance ability to township, the legal structure, etc. before going to community vote!
- 5.31. (a) An option should be considered that implements services gradually, rather than all at once. (b) Benefits of every option need to be well defined.
- 5.32. Certainly don't attempt to incorporate in 2014, but do plan to do this later after current MUD fees have come closer together. Major consideration should be then-current bond interest rates.
- 5.33. Need to gather additional information to be sure the incorporation is the direction to go to. Why the issue coming to our residences at this time?
- 5.34. Lay low and gather much data to determine the future of The Woodlands. Do not move too quickly. Need more positive reasons before moving on this!
- 5.35. More public forums. Analysis needed in The Villager and other community news sources.
- 5.36. Prevent annexation at all costs.
- 5.37. Hold as are. Define any cons for other than Houston annexation associated with not incorporating.
- 5.38. Educate population, then vote. Gets us capability to enforce ordinances.
- 5.39. Stay the course as a township. Pay governing board.
- 5.40. I'm concerned about the weight that The Woodlands Development Corporation has on this decision and their withdrawal of funding from the community as they sell their Harris County properties.
- 5.41. Phase the services into the township, which should decrease the tax impact.
- 5.42. Provide as much information as possible to citizens. Have a non-binding election in the future.
- 5.43. Before proceeding, a study needs to be made regarding the costs of staying as a township and making minor changes in services providers.
- 5.44. If it ain't broke, don't fix it.
- 5.45. Wait to schedule an election until all villages are completed, so all residents can vote.

- 5.46. Defer for 10 years. Glad to hear there will be a vote. Has little chance of approval if taxes are to go up.
- 5.47. Wait until all villages (new) are completed to re-evaluate the feasibility of incorporating.
- 5.48. I am presently happy with our current township governances.
- 5.49. Explore an "in between option," or hybrid, to see if there is a better option available that will optimize all aspects/angles of the above considerations. "Lesser services, raise in taxes (property), change in property values, inability to make city ordinances/laws and enforce them." Perhaps we can set the trend by innovating a solution currently not known (a "Townporation"?) ☺
- 5.50. Forward looking projections, illustrations looking at growth impact on analysis. Growth should create scale and reduce expenses.
- 5.51. Let's keep things the way they are. The cost of The Woodlands is too great.
- 5.52. Who is pushing this? Howard Hughes, Inc.?
- 5.53. Wait until The Woodlands is 70 – 80% developed and then address this issue.
- 5.54. There is no rush or need to do this now.
- 5.55. What does the scenario (tax rate) of annexation look like from a financial perspective? Likely too many assumptions in looking out to 2057.
- 5.56. Keep current system.
- 5.57. Do everything you can to keep your board members. Do everything you can to elect new board members that have The Woodlands at heart, potential new members would have the same goals and new goals for The Woodlands to remain a township – not become incorporated or annexed with all the help of its residents as you did tonight here at C\_\_\_\_\_.
- 5.58. (1) Use home improvement philosophy WRT estimating increased costs to residents. EG: add extra 25% to 40% to original estimate. There are always unforeseen complications. (b) I suggest you do not incorporate at this time and establish an ongoing feasibility study. Tonight you used numbers from 2011 for estimate. These numbers should be crunched every year – in ten years, assess the trends.

	Cost To Do Nothing	Cost to Incorporate	Cost of Annexation by Conroe	Cost of Annexation by Houston
2011				
2012				
2013				
2014				

- 5.59. Make sure all the pros and cons of incorporating are known, and if it would be better to wait or not.
- 5.60. Clearly investigate/communicate the benefit of incorporating sooner rather than later.
- 5.61. If you want to "sell" incorporation to the voters, you need to provide truly compelling reasons. As stated now, we are just changing who provides the services – why would anyone (other than MUD 386 residents) want to vote for incorporation?!?
- 5.62. Leave things as is.
- 5.63. Presentation stated that 11 governance options were explored. Is comparative study done for all 11 options? Incorporating will allow for local laws options. What local laws authority we are lacking now? How do Clear Lake and Kingwood residents feel about annexation? What are the residents saying about their service level satisfaction?
- 5.64. Keep it like it is.
- 5.65. Continue in the township governance mode for the first 10 years of the moratorium, then reevaluate.
- 5.66. Ordinance making does not justify the tax expense increase of incorporation.
- 5.67. Keep it "as is." Incorporation should not be considered yet. We're happy with it this way.
- 5.68. Take steps to incorporate.
- 5.69. Address the department impacts.
- 5.70. Guard what we have, and do not get greedy and fat headed.
- 5.71. Take your time. 2057 is a long way off, and much can change externally in the coming several decades.
- 5.72. Don't hold an election.
- 5.73. Consider sharing of equipment or personnel with county or provide services through third-party providers.
- 5.74. Don't hold incorporation election.
- 5.75. Do not incorporate.
- 5.76. Proceed with caution!
- 5.77. I have not reached a conclusion at this point.
- 5.78. I would prefer to have the option to choose my own electricity provider and not be limited to Entergy. Nevertheless, incorporation would seem to be an inevitable step in the future.
- 5.79. Proceed with every economic level of people living in The Woodlands in mind. Looking forward to incorporate! Glad the developer is almost finished!
- 5.80. Incorporate in 2014!

- 5.81. Need to highlight positives of incorporation, as really don't see the big benefits.
- 5.82. No city.
- 5.83. No change.
- 5.84. The Woodlands tax rates are very high. Lifestyle is very good. Concerns that taxes could discourage buyers from purchasing homes in The Woodlands. Does the cost to live in The Woodlands reflect the benefits received by living here?
- 5.85. Look for cost-saving actions to reduce the potential tax rate under incorporation.
- 5.86. Look at new state laws to give The Woodlands the same benefits of a city!!
- 5.87. "No" to an independent municipality. Please consider how incorporation could devastate The Woodlands real estate market. Who will be able to afford to live here?
- 5.88. Take your time. Negotiate to get financial help from Montgomery County. Examine other options.
- 5.89. Leave as is at present.
- 5.90. Keep the current system.
- 5.91. Quit spending money on "pet" projects and focus on the residents, or you may lose them – or at least the "under 45" crowd!
- 5.92. Wait on incorporation – take another look when provision of services by the township becomes a hardship.
- 5.93. I am against any incorporation that involves my taxes increasing. I hope you have set up a rainy day fund for future maintenance problem as roads and bridges, water and sewer lines.
- 5.94. Do not move forward with a governance structure change.
- 5.95. Forget it for now.
- 5.96. I don't see any compelling reasons to incorporate at this time. I would favor keeping the status quo, carefully monitoring the growth, safety, and overall health of the community, which might trigger the need to reconsider incorporating, if necessary, at a point in the future.
- 5.97. Provide forums for people to voice opinions, ask questions, become informed.
- 5.98. Keep talking to residents. Make it very clear. Thank you for working for us.
- 5.99. Do not be in a hurry to make decisions.
- 5.100. No need to rush. Listen to the residents.
- 5.101. At this time the advantage of making ordinance does not warrant the increase in the tax rate. I would be interested if there are any other options.

- 5.102. No changes in the near future.
- 5.103. No changes in the near future.
- 5.104. Status quo. The BoD has done an excellent job, and can they continue?
- 5.105. Consider the incorporation at a later date. Example, 10 years from current date.
- 5.106. Focus on positives. Don't need history lesson.
- 5.107. Take vote soon.
- 5.108. Too soon to do this. Don't see the need yet. Don't need to bail out Creekside.
- 5.109. Drop it now, and in 5 – 10 years, open the subject again. We don't need to spend any more money on consultants.
- 5.110. At this time I feel that the existing structure should be maintained.  
Investigate the possibility (for the township) of obtaining authority from the legislature to create and enforce ordinances.
- 5.111. Wait 10 years.
- 5.112. Wait. Time is on our side. What's the hurry?
- 5.113. Not to incorporate in the short term but to study other options.
- 5.114. Make sure all alternatives are communicated, together with financial impact.  
So far, all that has been published is the incorporation option. This session helped.
- 5.115. Leave it as is.
- 5.116. Remain as we are currently.
- 5.117. To continue to seek and listen to input from the community residents.
- 5.118. To continue listening to community input.
- 5.119. Look at other cost options and structure options.
- 5.120. Try a model that assumes that MUD properties retain MUD debt and paying off their bonds. Then start with a model that asks what we can get with current tax rate.
- 5.121. What other options do we have other than incorporation?
- 5.122. Maintain current status.
- 5.123. Wait till last 5 – 10 years and decide then.
- 5.124. If it's not broken, don't fix it or change it.
- 5.125. Wait 10 years and address the issue at that time.
- 5.126. Put it off. Explore and present a hybrid structure between full incorporation and township. What services do we want more control over?
- 5.127. Establish realistic alternatives with deferred vote on incorporation, but selection of alternative to pursue in near term.
- 5.128. Dissolve the DSC.



- 5.129. Involve the community in the decision-making process for The Woodlands. This could be accomplished by citizen committees. Listen to what the community has to say – divisions cannot be made on the input of few.
- 5.130. Explore other forms of governing. Maybe a combination of forms.
- 5.131. Thanks for this analysis. Is there an option other than incorporation that would give us the ordinance-making and enforcing ability? Perhaps do this again in 5 years.
- 5.132. Want to continue with township model. Can't justify taxes that much just to provide what already have – more efficient now.
- 5.133. I'll have to think about this.
- 5.134. Consider again in 5 years.
- 5.135. Look at it again in 5 years.
- 5.136. Keep as township!
- 5.137. Continue with township.
- 5.138. Let it go until time to work 2057! Do nothing now.
- 5.139. Can they sell bonds to partially finance the costs?
- 5.140. I suggest that you remain the township and negotiate with the development company to come under the same rules as any other entity. They will save a large amount by not incorporating.
- 5.141. Do not pursue incorporation.
- 5.142. We should incorporate.
- 5.143. Sleep on it till I pass.
- 5.144. Consider modification to take care of some concerns.
- 5.145. Delay incorporation.
- 5.146. Keep it as it is and address the gap analysis issues identified.
- 5.147. Not to hire any more police officers.
- 5.148. Keep as is for now.
- 5.149. Postpone incorporation until a better financial environment.
- 5.150. Think carefully about this. Economically, this might not be the best time to do this.
- 5.151. Wait, because interest rates will increase. Need more time to assess.
- 5.152. Renegotiate current agreement and do not incorporate.
- 5.153. Do a better job explaining the benefits of incorporation.
- 5.154. Study other hybrid options.
- 5.155. Do nothing. Leave as is.
- 5.156. Don't rush into anything. Maintain current governance indefinitely while a thorough and complete examination of the entire situation is done. Should take a long time. I don't see any reason not to continue on as things are now.

- 5.157. Delay or at least spend more consultant time to go deeper into details to see costs. Right now it appears projected tax increase is worse case.
- 5.158. Make the effort to view incorporation under a more positive light.
- 5.159. Wait or start saving money to help defray cost when we do incorporate.
- 5.160. People liked the simplicity of the old Woodlands. Keep it simple; that is what attracted us to this place.
- 5.161. Explore all options, especially a step-by-step approach.
- 5.162. Please think about this for several years. There is no hurry. Water/sewer will be a big issue in the future.
- 5.163. What is the likelihood that we could come up with a hybrid form of government that would cost less but still allow us to avoid annexation?
- 5.164. Details of the pros and cons, not just the financial impact, need to be analyzed and presented as a service to public in their making an informed decision.
- 5.165. Research other governance options.
- 5.166. If the residents decide to incorporate or form any new type of governance, it should be done very gradually – over 10 – 20 years. That should help soften the cost increase.
- 5.167. Get creative! Sen. Williams has provided great legislative leadership. How can he continue to help develop new solutions?
- 5.168. Delay incorporation! Re-evaluate in a few years.

**Additional Comments:**

- C.1. Do you have to force a decision by 2014? Are more options than "yes or no" to incorporation possible on the ballot?
- C.2. I think before we go ahead with any changes, we need to take a hard look at spending and make sure we are being fiscally responsible.
- C.3. Will results of this survey be made public?
- C.4. Would like all options presented to residents as thoroughly as you have presented incorporation option.
- C.5. Great speaker. Money well spent.
- C.6. It is not clear what impact growth like Exxon would have on current governance and incorporation. What are the other options other than incorporation?
- C.7. What you presented about the financial tax rates is correct. However, this is misleading. The township tax is only one of five on my county tax bill. My monthly tax bill increases 10%, not 20%. Including the MUD tax, my two tax bills total increase 13.25%. You need to show this. Show the entire tax bill

- and what part is The Woodlands Township. Please tell the entire story – not just say property taxes will go up 70%. This is misleading!
- C.8. Might cause financial issues. Skyrocket in our debt (The Woodlands).
  - C.9. This is a head versus heart decision. Those who look at the numbers will be against incorporation. There are those who will want to incorporate no matter what, and those who want to incorporate because they want greater control over the developer.
  - C.10. Provide a governance forum for families with children in school, maybe at noon. Based on age range of residents tonight!
  - C.11. Want present model.
  - C.12. Do not move with haste. National problems are abundant and will definitely affect our community and Texas state. We should wait out the election results (nationally). Thank you.
  - C.13. Re-evaluate the committee structure.
  - C.14. Change is absolutely necessary. Service level is not as high as purported. That is a cop-out for seeing the situation as it really is, i.e., garbage pickup once a week.
  - C.15. More informational meetings are needed. Two within two days. Miss a lot of people that travel or have weekend commitments.
  - C.16. Please seek legislative authority to pass ordinances. That's all we need.
  - C.17. I've lived in The Woodlands for a long time. It is comfortable the way it is. Please don't incorporate.
  - C.18. Thanks for holding the forum!
  - C.19. Forum was done very well. Presentation was clear and specific. Some questions were repeated too many times.
  - C.20. Speaker Dunham very knowledgeable and informative. Open to other options. Would like to know what other options are available.
  - C.21. Don't waste so much money on \_\_\_\_\_, etc. Leave well enough alone!! If it works, don't fix it.
  - C.22. Start on time! The agenda said 7 p.m. If you meant 7:11, then set the agenda accordingly. The few who are late should not delay the many on time. Being late is no way to start a new venture. It gives a bad first impression.
  - C.23. It appears that The Woodlands is receiving a significant benefit from the county. It is surprising to me.
  - C.24. Thanks.
  - C.25. Keep transparency and public communication forums. Keep thorough model analysis (as realistic as possible).
  - C.26. We don't want our taxes increased.

- C.27. We don't want our taxes increased.
- C.28. Great job on the analysis, presentation, and communication effort!
- C.29. Can you look into something in-between township and incorporation? Can The Woodlands Township go to Austin and request ordinance capabilities?
- C.30. Cost estimates are always low.
- C.31. It seems you are promoting the status quo at a much higher price. If we already pay county taxes for county service and would receive no financial compensation for The Woodlands taking over these services, why do we want to take over??
- C.32. Since the county will reduce security under incorporation, could the South Station be used/shared for police services to the city? Could access fees be a source of tax reduction if the city took control of the easements (from the developer)? Could some services, such as Covenant Compliance, be reorganized to the city inspection service as a means of cost saving? How do The Woodlands projected city costs compare to the peer communities?
- C.33. The Woodlands is a great community to live in. Taxes are way too high and continue to go up. What is Board of Directors doing to reduce costs? How can we as a community gain more control without increasing costs?
- C.34. Graph is confusing. Is the total % inclusive of MUD and property tax? Or just the MUD portion? Didn't understand comment about future MUD investments/costs being incremental to only that MUD post incorporation.
- C.35. Would water/sewer service ever be funded via an enterprise fund versus tax (that is separate from other \_\_\_\_\_-based taxes?
- C.36. Thanks for pulling this together.
- C.37. Need to start your meeting on time. Tax calculator did not have the reductions for >65 years for township (-\$25k) versus MUD (-\$10k). On balance, I think that I do not support incorporation at this time.
- C.38. A lot of information was provided. Time is needed to digest all the information.
- C.39. Meeting started late at 7:15. Our feedback based on tonight's forum would be to continue in the township governance mode for at least another 5 years. Then re-evaluate.
- C.40. Please make sure all taxpaying residents of The Woodlands can vote in the election – even those living here on visas. Green cards. These people cannot register to vote. When we bought our house 11 years ago we were told that on Woodlands issues, my husband would be able to vote, but as he is here on a green card, he cannot vote. There are most likely many others in this

situation, and this could also explain some of the low voter turnout rates on these issues (last election about this).

- C.41. Thank you!
- C.42. Thank you for the presentation.
- C.43. We recently had a near break-in, and the police force we have had four cars there immediately. So we don't need to build a police station, jail, etc., etc. How much did we pay the group that worked on this proposal?
- C.44. Multi-year projections.
- C.45. Not sure calculation is right for MUD. Speaker said 40% increase for MUD 47. But calculation shows only change from 0.25 to 0.26 (4%).
- C.46. As a resident of Creekside Park in Harris County, I am concerned that our village could eventually be split from The Woodlands if Houston tries to annex. Also, how could Houston annex Montgomery County properties?
- C.47. Don't let The Woodlands Development Corporation (aka Hughes Corporation) have too much of a say in a decision that belongs to the residents and local permanent businesses.
- C.48. I favor incorporation as a city. Sooner rather than later. We need ability to determine our own future.
- C.49. Need to look at details of financial analysis on Web site.
- C.50. Thank you for being so open and responsive. Today's presentation and Q & A was excellent.
- C.51. Good presentation.
- C.52. The Woodlands Township Web site needs work in this area, i.e., say what is there, what will be there, twitter \_\_\_\_\_, etc. Many people would like to visualize video when it goes up. This shall be shared by \_\_\_\_\_.
- C.53. Thanks for a very professional presentation.
- C.54. I am concerned about any future expansion of The Woodlands and how that might affect the quality of life here.
- C.55. Interested in how much land is still to be developed by Hughes Corp? Percentage of the total land in The Woodlands and how much actual acreage.
- C.56. If the Board brings this to a vote, the members should all resign for burdening the citizens with this extra tax load.
- C.57. (a) The page with the MUD rate differences doesn't seem to be correct. How do you get 44.6% change for MUD 60? You may need to spend more time explaining that slide. (b) Would the city need to provide ambulance service, or would that stay the same? (c) Will you post your presentation? Oh, okay, you answered. (d) You should discuss Texas ordinance making. It may not be

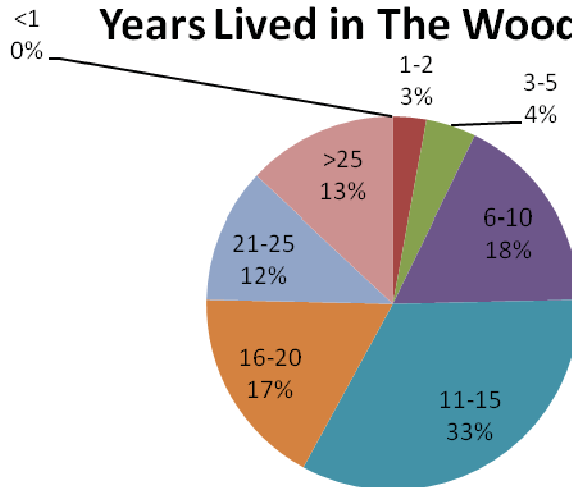
- as helpful as people think. They may want to prohibit soliciting, but they may only be able to limit it. (e) Would incorporating allow the new city to improve traffic flow through better light synchronizing and road building?
- C.58. (a) Continue to study option of a more gradual transition. (b) Who is looking at opportunities to improve the efficiency and effectiveness of how tax revenues are used? What is the continuous improvement process versus raising taxes to pay for services?
- C.59. What are our other options?
- C.60. By incorporating, we subsidize the county by relieving them of expenses we must take on. In a sense, we are paying twice for county services they no longer provide and for those same services at our expense.
- C.61. (1) Development company still has too much control! (b) Township may need to adjust issues and structure to address shortcomings of present system. MCSO doing great job.
- C.62. Very impressive presentation. Clear, concrete, and thorough. Well done!
- C.63. How can the problem of lack of public transportation within The Woodlands be addressed?
- C.64. Talk to legislators about giving more power to townships. Pursue legislative options. Pursue creating a new county of The Woodlands.
- C.65. Can you please look into a public transportation system (other than the trolleys and water boats)?

## APPENDIX C: MAY 31, 2012 COMMUNITY FORUM

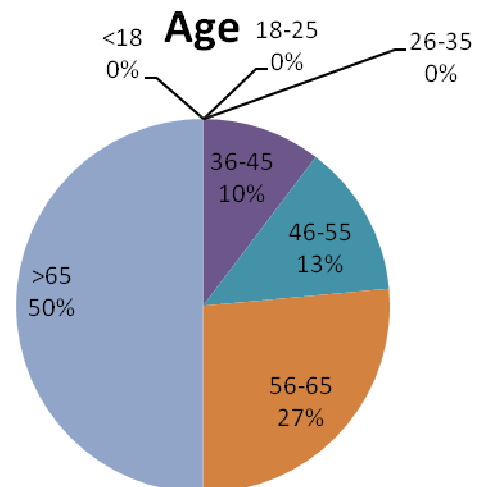
Number of responses: 69

Feedback is recorded as it was provided and not corrected for grammar or otherwise edited.

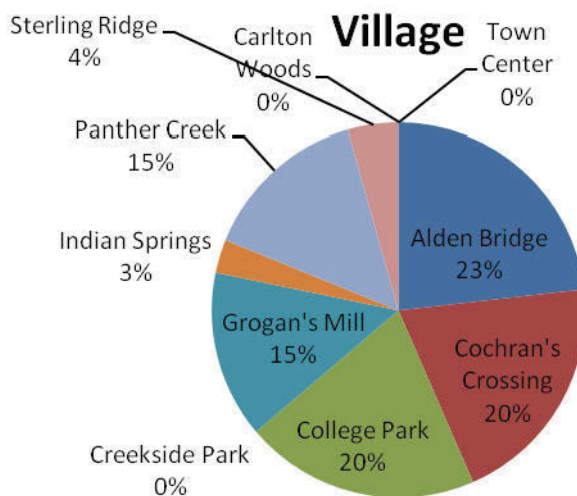
### Years Lived in The Woodlands



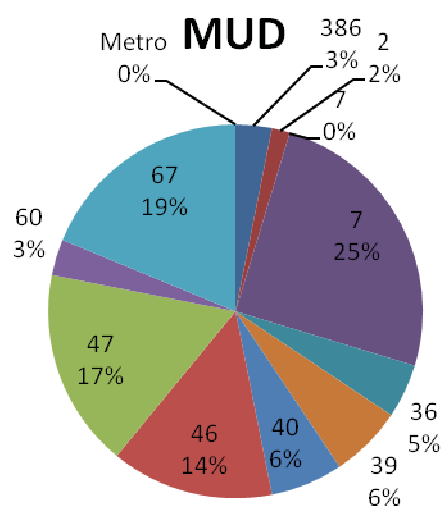
### Age



### Village



### MUD



### 1. Do you think the current Township governance structure is equipped to address future challenges?

- 1.1. Yes, until 2057.
- 1.2. Yes.
- 1.3. Appears to be working at present time. No complaints. Hard to answer in terms of unknown future challenges.
- 1.4. Yes.

- 1.5. What is their experience running or operating a municipality?
- 1.6. Yes. Only missing capability is ability to pass ordinances.
- 1.7. Yes, but not sure residents are "equipped" due to apathy.
- 1.8. They have so far. Why not look at adding a stronger structure hierarchy to absorb "management" needs of The Woodlands?
- 1.9. We appreciate the current use of vendors for services. It creates competition rather than going to a government structure that has no need to compete.  
Thank you for having this meeting also!
- 1.10. Yes!
- 1.11. Yes, for now.
- 1.12. No. Conflict between homeowners associations (Windsor Hills) and Township needs to be resolved. Ownership of property assets, etc. Right now I'm paying for all the township swim assets, operating and the homeowners' association pool, etc.
- 1.13. You haven't shown me that it cannot, so – yes.
- 1.14. No.
- 1.15. Yes.
- 1.16. Unsure.
- 1.17. Generally, yes. I am concerned that the ability to enforce covenants that have made The Woodlands an excellent community will be diminished in the coming years.
- 1.18. Yes.
- 1.19. Seems more than adequate.
- 1.20. As the board changes, they should become better equipped.
- 1.21. Yes, but it is important we change to prevent annexation – or renegotiate before 2057 to keep us safe from this threat.
- 1.22. Probably.
- 1.23. Yes.
- 1.24. At present it is more than adequate. With societal changes rapidly occurring, future needs are not presently ascertainable, and this is no basis for picking a new structure, especially a higher-cost structure, at this time.
- 1.25. I believe the current structure operates well. Re-evaluation may need to be made as the 2057 date approaches. Otherwise, everything runs well. It should be left alone.
- 1.26. Yes. Can't see great impact of incorporation, except passing ordinances.  
What would they be typically? We have up to 2057 to do this.
- 1.27. Yes.
- 1.28. Yes.



- 1.29. I think they are. The township is doing a good job. Let's keep things as they are.
- 1.30. Obviously, it needs to adapt, but certain it could be.
- 1.31. No and yes. But police and fire seem to have enough money to grow with us so far – and we are almost at our growth max.
- 1.32. Yes.
- 1.33. Yes. Status quo for a few years.
- 1.34. Yes.
- 1.35. Yes.
- 1.36. Yes/no.
- 1.37. No!
- 1.38. Appears to be substantially adequate, except for ordinances that are still unidentified and potential future annexation by Houston/Conroe.
- 1.39. Yes.
- 1.40. Yes.
- 1.41. I have no idea.
- 1.42. Yes.
- 1.43. Okay for now. May be inadequate down the road.
- 1.44. Yes, for the immediate future.
- 1.45. Yes.
- 1.46. Yes.
- 1.47. Yes.
- 1.48. Yes.
- 1.49. Yes. (a) Township is doing an excellent job without heavy government. (b) A corporation (?) is heavy government. (c) Moved here to get away from a corporation. If corporation, we will move to a lower-cost area.
- 1.50. It works now, but in future as the developer leaves and The Woodlands ages, I don't believe the current system would not function.
- 1.51. Yes.
- 1.52. Yes.
- 1.53. Yes. Modify with legislation from Austin as needed.
- 1.54. Yes.
- 1.55. No! Unprofessional amateur good old boys. No ordinance-making authority. Too business oriented to the detriment of residents. No weekend covenant enforcement.
- 1.56. No. Must have ordinance-making ability. Need our own police department.
- 1.57. Yes.
- 1.58. Yes, except for ordinance.

- 1.59. Yes.
- 1.60. Yes.
- 1.61. Yes.

**2. Based on the information presented, what are the potential positive impacts incorporation could have on the community?**

- 2.1. Local control. Ordinance authority and enforcement.
- 2.2. The only one that I can see is local control of community affairs.
- 2.3. Local control – full success. Greater political impact on county and state issues. Ordinance ability.
- 2.4. Most positive for all.
- 2.5. Greater local control. No annexation by Houston/Conroe – ever.
- 2.6. Ability to pass and enforce ordinances (no smoking). More local control of road maintenance, etc.
- 2.7. Centralized services. More direct control of more aspects of governance.
- 2.8. Seems this effort is focused primarily on the ability to develop ordinances and laws. Is there a real cost benefit to these higher fees for the ordinance-making ability? Just what "ordinances" do we need? It seems we've done fine under our covenants and deed restrictions. The \_\_\_\_\_ the land addresses the do's and don'ts of our government life, so why so much need to develop "ordinances?"
- 2.9. Not convinced at this point that there are any positive impacts.
- 2.10. Not clear that there are any positive impacts.
- 2.11. None for now.
- 2.12. Can't see anything I need that I do not already have.
- 2.13. I don't see ANY!
- 2.14. Consolidation of services; ordinances.
- 2.15. Cannot see any real benefits over township.
- 2.16. Local control and accountability; ordinances.
- 2.17. More uniform provision of services and costs throughout The Woodlands. A stronger identity as a community. Enforcement of ordinances that will keep the community exceptional.
- 2.18. None.
- 2.19. Question: Might the sharp property tax increase moderate after the front-loaded costs have been absorbed? (Or are they all funded with debt – which runs for years?)
- 2.20. Mostly a tax increase, a more democratic representation of the people.

- 2.21. Very little – overwhelmed by the negatives of such an action. There has to be another way.
- 2.22. Ability to pass ordinances. I do not know the value of this.
- 2.23. Ability to install laws and ordinances.
- 2.24. Very unclear.
- 2.25. Uniform ordinances.
- 2.26. I don't see anything being added that would be a benefit.
- 2.27. Don't see any.
- 2.28. Pass ordinances.
- 2.29. None.
- 2.30. I don't see any positive impacts.
- 2.31. Really, none. Same services, higher cost – at least at the 2014 date.
- 2.32. Increase in taxes!
- 2.33. Not enough to justify doing it now.
- 2.34. None. Everything is operating okay as is.
- 2.35. None.
- 2.36. Don't see a lot of this!
- 2.37. \_\_\_\_\_ control would be great.
- 2.38. Right to have local control over law-making abilities. Eliminate the annexation issue by Houston!! Huge!
- 2.39. Permanent protection from annexation.
- 2.40. None.
- 2.41. None.
- 2.42. The only gap identified is the ability to pass ordinances. No examples provided relative to ability to pass ordinances would enhance The Woodlands' ability to address current issues.
- 2.43. More control on development and operation.
- 2.44. Ability to augment certain services, although I'm not convinced that incorporation is the only way to achieve that. Example: law enforcement contracts.
- 2.45. Greater local control over law enforcement and public services.
- 2.46. I have seen none.
- 2.47. The Woodlands could not be annexed by Houston or anyone else.
- 2.48. I feel township entity is the most desired – not incorporation.
- 2.49. None. Just higher cost with heavy government with less service. AQTY (?) is high cost.
- 2.50. Centralized control rather than two counties and MUD districts.
- 2.51. Not sure yet. Need more information.

- 2.52. Not enough to justify it.
- 2.53. Very limited, more emotional than factual.
- 2.54. Everything. Poor presentation – no detail!
- 2.55. Ordinance-making ability. Our own police force.
- 2.56. I don't see an advantage, since we will pay for services already provided by the county, which we already fund.
- 2.57. Being able to make laws.
- 2.58. None.
- 2.59. None.
- 2.60. Being able to establish our own ordinances.

**3. Based on the information presented, what are the potential negative impacts incorporation could have on the community?**

- 3.1. Difficult transition. Increase in taxes.
- 3.2. Cost. Nothing was presented to convince me that cost to me of annexation exceeds the cost to me of incorporation.
- 3.3. Will cost, but overall will benefit.
- 3.4. Increase in tax rates. More responsibility for services (courts, law enforcement, road maintenance . . .) More paid employees, including mayor, etc.
- 3.5. Costs.
- 3.6. Costs! I don't like the idea of continuing to pay county taxes for no benefit if we go to incorporation.
- 3.7. Obviously, the increase of taxes. Growth of government.
- 3.8. Higher costs for services – taxes increase.
- 3.9. Increased taxes.
- 3.10. Cost, taxes, control.
- 3.11. Increased taxes on older MUDs.
- 3.12. Increased taxes for homeowners.
- 3.13. This is only the beginning for higher taxes. There is no way to provide everything they are required to with a mere increase as suggested. It will go up a lot every year.
- 3.14. Essentially, all benefits – but at a considerable cost. Most in management, but with services now good, would they get any better? Probably not.
- 3.15. I don't really see any overall.
- 3.16. Higher costs (taxes), threat of the red tape as another bureaucracy (ordinances).

- 3.17. Increase in taxes which could be a continual year-by-year increase. We seem to want first-class everything.
- 3.18. Tremendous increase (at least initially) in cost to incorporate The Woodlands that will be borne by the residents.
- 3.19. Ordinances – need less, not more. Also invites local corruption. High taxes with no certainty of impact now or going forward and no cap. No increase in services, coupled with higher cost.
- 3.20. Tax hikes would impact \_\_\_\_\_ of existing homes.
- 3.21. Uniform ordinances.
- 3.22. I find the whole ability to create local ordinances to be a negative. I find the increase in tax dollars to be negative. It is money spent with no positive.
- 3.23. Major tax increase for most.
- 3.24. Increased taxes for some residents.
- 3.25. Increased costs.
- 3.26. Increase in taxes.
- 3.27. More costs. More government.
- 3.28. Higher taxes and increased maintenance.
- 3.29. Inordinate increase in tax burden on citizens.
- 3.30. Cost.
- 3.31. Costs.
- 3.32. Higher government cost structure.
- 3.33. Higher taxes – no benefit.
- 3.34. Tax increase.
- 3.35. Taxes will go up.
- 3.36. Not covered.
- 3.37. Woodlands residents further subsidize other county taxpayers.
- 3.38. Increased tax burden.
- 3.39. Cost of living in the Woodlands.
- 3.40. Always a learning curve, so we would start over again with "growing pains." I believe services are great now, so there is always the possibility things could get worse if we change.
- 3.41. Loss of control in governing.
- 3.42. Heavy government is a CHX vs the township. High cost/low service. Even less access to leadership structure.
- 3.43. Tremendous initial cost for facilities, people, & equipment.
- 3.44. Increased cost.

- 3.45. Large property tax increase. Loss of 10K over age 65 and disability exemption from the MUDs. Inequality of smoothing (averaging) the MUD tax rates to all taxpayers.
- 3.46. High cost, high risk, high degree of difficulty.
- 3.47. None. It would be worth the increased taxes.
- 3.48. Higher property taxes.
- 3.49. Increased cost, no change to level of services.
- 3.50. Increased taxes. Increased spending by city government.
- 3.51. Spending more for property taxes and not really getting anything of worth for this additional cost.
- 3.52. Taxes.
- 3.53. I don't see any except for raise in taxes.

**4. Based on what you have learned, how could incorporation impact you?**

- 4.1. Minimal increase in taxes.
- 4.2. It will cost a bunch, and the lack of published results, if any, of any analysis done between annexation and incorporation leaves me questioning the real motivation to incorporate, i.e., cost comparisons don't seem to matter.
- 4.3. Better control.
- 4.4. See answers in #2. "Greater control. No annexation by Houston/Conroe – ever."
- 4.5. Increase of taxes. Transition would be challenging, time consuming (3 – 5 years).
- 4.6. Increased costs.
- 4.7. Increased costs.
- 4.8. I am a small business owner and provide supplemental benefits through AFLAC. Could I earn the opportunity contract the City of The Woodlands? (Todd and Crystal Mulville (281-292-0959).
- 4.9. Negatively – tax included.
- 4.10. Tax increase.
- 4.11. Taxes, cost.
- 4.12. Increased tax.
- 4.13. My property taxes would go up. I'm not sure I would feel any positive impact from changes in services.
- 4.14. Higher taxes. Bigger government.
- 4.15. More costs.
- 4.16. Mostly a rise in taxes.
- 4.17. Negatively tax wise – doubled.

- 4.18. See #3 above. "Increase on taxes which could be a continual year-by-year increase. We seem to want first-class everything."
- 4.19. Increase in tax rate, especially to those residents in old MUDs with very low rates.
- 4.20. Very little on a day-to-day basis. Raise my costs (likely causing me to move at retirement).
- 4.21. Increase taxes.
- 4.22. I would view it as negative. I would see this as a possible decrease in the value of living in The Woodlands.
- 4.23. Higher taxes.
- 4.24. Increased taxes.
- 4.25. Negatively.
- 4.26. Increase in costs with little, if anything, in return.
- 4.27. Increases my taxes with little benefit.
- 4.28. Higher taxes for the same services.
- 4.29. Higher cost (taxes).
- 4.30. Would raise my taxes and not benefit me or my local housing community.
- 4.31. Increase/B\_\_\_\_\_.
- 4.32. Take away the threat of annexation.
- 4.33. Higher taxes.
- 4.34. Lots of administrative challenges with limited benefit.
- 4.35. Tax increase. MUD will decrease but not enough to justify incorporation.
- 4.36. Taxes will go up.
- 4.37. More tax. But do not understand why.
- 4.38. +124% property tax.
- 4.39. Higher taxes than status quo, but no fear of annexation 45 years from now.
- 4.40. Cost increase.
- 4.41. Raise my taxes. I believe that incorporation would deteriorate the "hometown" aspect of The Woodlands.
- 4.42. General feeling of not being effected by governing (no control).
- 4.43. Negative and high tax rate.
- 4.44. No significant change. \$150+ tax increase.
- 4.45. Increased cost.
- 4.46. I would work to oppose incorporation.
- 4.47. Negatively.
- 4.48. Positively.
- 4.49. Better police protection. Ordinance ability and protection. Feeling of being a real city.

- 4.50. Cost.
- 4.51. Increase our taxes.
- 4.52. Negatively.
- 4.53. Taxes.
- 4.54. Raise my property tax.

**5. If you could speak directly to the Board of Directors, what advice would you give them regarding what should be done next about The Woodlands' governance structure?**

- 5.1. I really want more information about the other options other than the two extremes of "status quo" and "incorporation," those other options we would have and the impact.
- 5.2. Status quo.
- 5.3. As of now, no direct questions at this time.
- 5.4. Inform public of options between nothing and incorporation without doing financial gap analysis. Since ability to pass ordinances seems main benefit to many residents, present options that prevent annexation and allow ordinances.
- 5.5. Ensure that all aspects of incorporation, especially costs, are realistically addressed. Get more community input prior to proceeding toward a vote on incorporation.
- 5.6. Clarify the "ordinances" we seem to need that appear to be the focal point of this effort. As a "city," who would we be that we aren't right now? Are we protecting ourselves from annexation because of service reductions we fear? Or because of the increases we anticipate?
- 5.7. Don't rush this process!
- 5.8. Time is not of the essence. Wait and continue to evaluate options.
- 5.9. Sit tight.
- 5.10. Tell me what happens if we leave as is.
- 5.11. Remain status quo.
- 5.12. Study the impact of other options prior to calling for an election on incorporation.
- 5.13. Wait until 2050.
- 5.14. Thanks for this seemingly thorough assessment.
- 5.15. Put the emphasis more on the benefits and less on the dollars.
- 5.16. Do not incorporate. Find a way to preclude us from annexation without incurring such a jump in taxes. Include renegotiation as an alternative action.
- 5.17. Leave it alone.



- 5.18. Keep the existing township structure.
- 5.19. (a) Get rid of note cards; polite conversation in the form of actual question/dialogue is preferable. (b) Figure out a better way to get information out to a \_\_\_\_\_ group of people. Most people hear about this through Tea Party meetings. (c) The Woodlands is a great place to live. I see no reason to change it.
- 5.20. Do not move on this at this time. Life is good here now; please leave it alone.
- 5.21. Transparency in all government activities.
- 5.22. Educate residents of financial impact of incorporation.
- 5.23. Do not incorporate. Review at a later date.
- 5.24. Leave things as they are.
- 5.25. Leave it alone for five years.
- 5.26. Keep the township and do not incorporate.
- 5.27. To prevent tax increases, can we remain a township and contract for additional services? Then again renegotiate annexation?
- 5.28. Please do not incorporate.
- 5.29. Do a thorough study of all options.
- 5.30. Identification of potential desirable ordinances that could be implemented by a municipality.
- 5.31. Be thorough in your review.
- 5.32. Explore other governance options besides incorporation. Ordinance-making authority is not enough reason to justify the move to incorporation.
- 5.33. Does taking over services by municipality translate to improved services? The Board should provide examples of how ordinance-making authority could benefit the community relative to the existing township system. What community issues currently exist that would be better handled if ordinance-making authority was available?
- 5.34. Provide more information on pro's and con's on township/incorporation.
- 5.35. Slow, methodical approach.
- 5.36. I would wait four to eight years to see how the surrounding communities fill in, what impact the Exxon move has on The Woodlands, and to hopefully complete residential development in that there is less uncertainty.
- 5.37. Slow down and listen to the community.
- 5.38. Be aware of people's issues.
- 5.39. No election in 2014. Continue the township into future 2025.
- 5.40. Look closely at Kingwood experience.
- 5.41. Explore governance options other than incorporation.

- 5.42. Continue to keep this information up-to-date, but keep current structure until/if it ever becomes desirable.
- 5.43. This time pay attention to resident opinion and don't railroad us again. Board membership should be geographically chosen. Stop trying to scare residents with unexplained figures.
- 5.44. Need a more detailed breakdown of incorporating costs. This just gave a black dot (?) number, and breakout of each category and how much. How many police? How big a public works? No real info??
- 5.45. Develop "value add" statements for each of the potential governing structures.
- 5.46. Give more scenarios as to options. Can The Woodlands be annexed to Conroe?
- 5.47. Stay the way we are.
- 5.48. Nothing.
- 5.49. I would leave governance as it is, so remain a township for the time being. If some other factors develop, that would make incorporation advantageous, then consider it.

**Comments:**

- C.1. What are the 11 various options that were mentioned? I would like impact information of these other options in the areas of protection from annexation and impact on property taxes.
- C.2. Presentation was boilerplate. There was no pause to allow us to write our questions. It was a choice between listening or writing.
- C.3. We need to separate – all will cost more BUT! Will cost less in long run.
- C.4. Thank you for this forum.
- C.5. Can the MUD rates be uniformed without incorporation?
- C.6. Thank you for this meeting and information.
- C.7. It's not clear that the benefit of increased local control and centralized community management are in proportion to the increased cost(s). Probably not, at this time. What might change in the future that would improve the benefit/cost balance?
- C.8. It appears that feedback is being done to just satisfy an obligation. How can we see what comments people provided in these meetings? Who was questioned in original survey? What percentages identified these as problem?
- C.9. Good presentation. (2) Do not push for incorporation. (3) What we have now works very well. (4) No election needed.

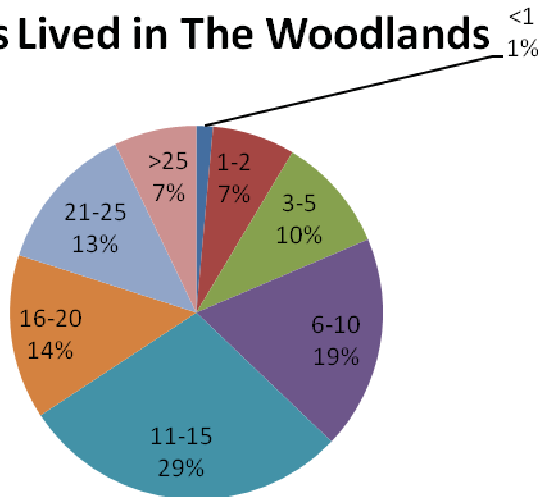
- C.10. Why do we need more CVB staff for an incorporated entity than we do now?
- C.11. Make it clear where financial analysis detail is located – and that these are estimates and not set in stone.

## APPENDIX D: ONLINE AND OTHER FEEDBACK

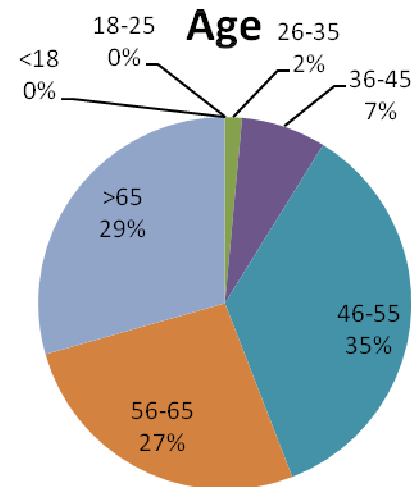
Number of responses: 71

Feedback is recorded as it was provided and not corrected for grammar or otherwise edited.

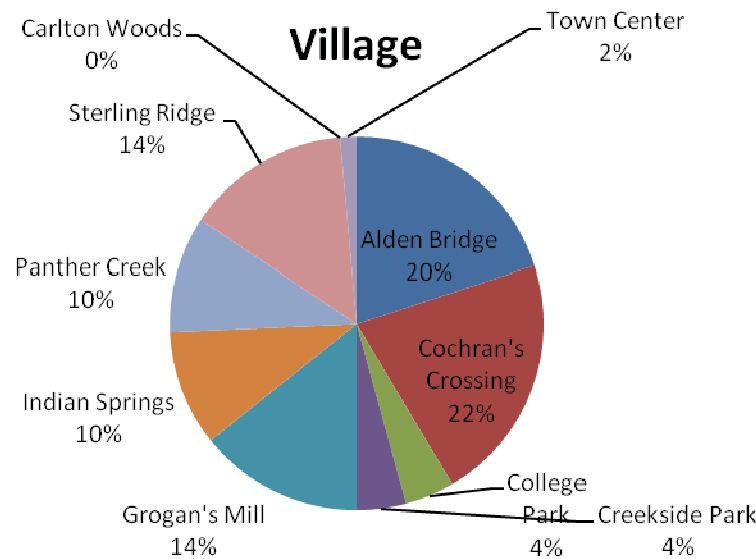
### Years Lived in The Woodlands



### Age



### Village



### 1. Do you think the current Township governance structure is equipped to address future challenges?

- 1.1. I do.
- 1.2. Yes.
- 1.3. Yes, though the phasing out of the corporate-appointed representatives will go a long way to improve actual citizen responsiveness.

- 1.4. Yes.
- 1.5. Yes.
- 1.6. Yes, I will increase the number of directors to one per village plus one for businesses.
- 1.7. Yes.
- 1.8. No. Not if the Township is not allowed to make its own laws.
- 1.9. I am not sure yet.
- 1.10. No.
- 1.11. Yes, I do.
- 1.12. Yes.
- 1.13. Yes, I do.
- 1.14. Yes.
- 1.15. Yes.
- 1.16. Yes.
- 1.17. Absolutely.
- 1.18. I think it is doing a pretty good job, but will need to expand to stay on top of the size The Woodlands will eventually grow up to be. It probably will need more enforcement capabilities that are not allowed within the current structure. As with any community . . . there will be non-followers.
- 1.19. Yes . . . with minor modifications to The Woodlands Township legislation and budgets, along with innovative approaches to local and regional participation agreements, the model works much better than a city model bound by municipal laws and state level legislation.
- 1.20. Yes. I don't see the shortcomings of the current structure. I also like the idea of elected volunteer officials rather than paid officials (elected and appointed).
- 1.21. No, I think zoning will become an issue if we don't consolidate the entities and approach across all communities. Further, I worry about the security of The Woodlands, with the smaller sheriff's office. We need more police.
- 1.22. Not sure, but it seems that they have been doing good so far.
- 1.23. Yes. From the start I have known that this is a good idea.
- 1.24. I do think they are "equipped" to address the challenges. My concern is if they will listen to us and what we think.
- 1.25. Yes.
- 1.26. I think the existing structure is acceptable for at least the next 5-10 years or perhaps longer.
- 1.27. Yes.
- 1.28. Yes, I have not heard or read anything that identifies any potential shortfalls as a result of the current structure.
- 1.29. At the proper time the answer is yes.
- 1.30. No, not yet. We should not change from the current government system.
- 1.31. Yes, your own analysis demonstrates clearly that it is currently addressing the challenges! And your own analysis did not present, or offer any future challenge that would justify considering further incorporation at this time.

- 1.32. Apparently, not enough work has been done to answer this question. From what I have seen/read, potential future issues have been identified, but no effort was made to fully determine how they can be addressed under the current township governance structure or other governance structures other than incorporation.
- 1.33. Yes.
- 1.34. Yes, but I have concerns about the distant future. I believe incorporation would more fully be equipped to handle the future challenges.
- 1.35. Hopefully.
- 1.36. Yes.
- 1.37. Yes.
- 1.38. Absolutely.
- 1.39. Township is not prepared for incorporation but is doing fine as is.
- 1.40. Yes, I believe that the Township can address future challenges.
- 1.41. Yes. From there, we would have to elaborate on what challenges, and how they would affect the entire community.
- 1.42. Yes.
- 1.43. No.
- 1.44. In the short time we have been here, it appears that the Township does a very good job in serving the community. However, as the area completes build out and the oversight by the developer diminishes, I would be concerned whether the Township then has the necessary authority to ensure standards are met in either new construction or perhaps zoning changes as some areas possibly come into the need for repairs, etc.
- 1.45. No.
- 1.46. The current township governance structure serves us well. Changing to a municipal structure should be considered at a later time.
- 1.47. Evidently not! You have to do a lot more thorough job in outlining the cost differences than you did in the presentation.
- 1.48. Yes.
- 1.49. Yes, I do, except for the enforcement of the written rules that were in place when I bought my home.
- 1.50. Yes.
- 1.51. I believe the current governance structure is working well and is providing everything necessary now and for the near future (15+ years). There are 50 years to incorporate, so there is no need to rush the process.
- 1.52. For the foreseeable future, yes.
- 1.53. Not all challenges.
- 1.54. Not without huge expenditures that would be hardships to some young families and older residents.
- 1.55. Yes, except for need for additional security, and inability to enact critical laws affecting Woodlands.
- 1.56. No. The current board has too many obvious ties to The Woodlands Development Co. A completely independent board is necessary. The current

board is too engrossed with nonsense items like the water taxis and is too closely tied in with the Convention and Visitors Bureau. Strict term limits should be applied to board membership.

- 1.57. The present structure has worked well for many years. We have good services and well directed growth. There is no reason to change what works if it is going to cost the residents more money and provide unproven results.
- 1.58. It appears to be adequate.
- 1.59. Yes.
- 1.60. Yes; however, apparently it will not prevent annexation. We eventually will need a form of government that will keep us safe from that threat.
- 1.61. Most.
- 1.62. I don't know because I don't know what those challenges are.
- 1.63. No.
- 1.64. Whereas the Township is empowered to exercise a great deal of influence over the future governance of the Township it remains for the residents to ultimately make that decision. The Township role is to reform and make necessary plans to facilitate an orderly transition to incorporation should that ultimately be the will of the voters.

**2. Based on the information presented, what are the potential positive impacts incorporation could have on the community?**

- 2.1. No annexation.
- 2.2. Law enforcement and governing law would be more local.
- 2.3. I always thought running for mayor would be cool. And this would be my chance!
- 2.4. Control utilities and police better, ordinance-making ability.
- 2.5. I can only see one. The ability to make our own ordinances and building codes. However, there aren't many laws or codes that I'm not happy with now.
- 2.6. Closer ties between residents and law enforcement; better local control of law enforcement. Ability to "customize" the Township via local laws. Hopefully, more accountability for services.
- 2.7. More control.
- 2.8. Making our own decisions for our city, having our own police force, garbage/sewage collection, etc.
- 2.9. More control.
- 2.10. The ability to create ordinances and equalize the costs of services.
- 2.11. There will be a marginal improvement in services.
- 2.12. Not much.
- 2.13. I have not been told what our gaps currently are. I never hear about anyone being upset with the current services.
- 2.14. We could control services and make laws/ordinances.
- 2.15. More control. Equity throughout the township, uniform tax rate.

- 2.16. I see none at present time.
- 2.17. Give us more control over things that the counties do for us today that may not be at the level we would prefer for our community. Also, the ability to put in actual ordinances would be good, but we need to be careful and not over do it.
- 2.18. The only potential positive impact would be more local control of law enforcement and infrastructure (roads), which I believe are more than adequately addressed at the county level.
- 2.19. For me, it's mostly cosmetic, like having police cars that say "The Woodlands" or a post office for The Woodlands. Like many here, I don't identify my home as being in Spring. I like the idea of one organization over the MUD structure. Something doesn't seem right there. I am concerned about the MUDs doing the right thing. With interest rates at a record low, why aren't the costs of those bonds dropping? I'll ask the MUD people that.
- 2.20. Improved zoning, better security with a dedicated police force.
- 2.21. Don't see any good in the short term.
- 2.22. We as a community can pursue our own future, not that of multiple entities. Yes, it will raise taxes on some (by the calculation, I am one of those), but I think we need to look years ahead, not just at tomorrow or next year. I think it will cost more at the beginning, but as years go by I believe it will benefit us all.
- 2.23. Being an independent entity. But that seems to come at a very hefty cost.
- 2.24. There are none.
- 2.25. Ability to create and enforce ordinances.
- 2.26. Overall control.
- 2.27. None, except being able to have a court system to enforce new laws.
- 2.28. I do not see any positive impacts, only negative impacts.
- 2.29. None, your own gap analysis demonstrated that there are no "boogey men" to chase!
- 2.30. I see none. We will have more regulations, more government, more bureaucracy, more waste and more taxes. This is an apparent effort to push through incorporation even though we have 55 years to make up our minds. I see no indication that any preliminary study was conducted to define the range of possible structures, identify the costs/benefits of each, and to narrow them down to a few realistic options.
- 2.31. No information was presented that indicated any positive impact, other than the right to create ordinances.
- 2.32. Ability to make and enforce local laws. More consistency throughout the entire community. Long-term standards, services and quality of life would be more apt to be maintained if incorporated.
- 2.33. None.
- 2.34. Very few positive impacts.
- 2.35. None.
- 2.36. I don't see any positive impacts. Current services provided are very good.



- 2.37. As a citizen...none.
- 2.38. We can enforce adherence to rules that govern our community.
- 2.39. No ETJ annexation concerns. Much more community control, based on resident contribution. After all, this started with the fact that no one wants to be part of Houston, with its poor city management, higher fees and excessive spending.
- 2.40. None.
- 2.41. Avoid annexation by the City of Houston. Hopefully, have a consistent dedicated emergency police and ambulance service. Since we are in Harris Co. there seems to be a lot of confusion as to which emergency numbers to utilize. It would be good to know that dialing 911 would get the Township emergency services.
- 2.42. I believe an incorporated city is the best structure for the residents of The Woodlands. I lived for many years in Peachtree City, Georgia, one of the first preplanned cities in the United States. The founders of Peachtree City decided very early in the process that the residents would be best served as citizens of an incorporated city instead of relying on Fayette County to provide all services.
- 2.43. The ability to establish ordinances and enforce them.
- 2.44. You basically have outlined the laws that apply.
- 2.45. We control our future, somewhat better than now.
- 2.46. One positive would be the enforcement of the written rules currently in place.
- 2.47. The ability to pass law and regulations, which are currently covered by deed restrictions.
- 2.48. Provide a more positive identity for The Woodlands – i.e., police cars would have The Woodlands Police versus Sheriff's Department, etc. Have the ability to raise taxes for future needs which may or may not have substantial benefits. I look at current expenditures for the taxi boats in the waterway and look at the number of customers and it does not break even. Is this an example of more cultural things we will get in the future?
- 2.49. Ability to pass and enforce ordinances.
- 2.50. Control of our own destiny and not being annexed in 2057.
- 2.51. Any and all positives impacts pale in the amount it would cost the community.
- 2.52. Mostly prestige, ability to enact laws and regulations.
- 2.53. None that are visible.
- 2.54. None for me.
- 2.55. A positive outlook for our own government control. Based on what has happened in Kingwoods/Harris County take-over, local residents tax rates went much higher.
- 2.56. Ability to pass own ordinances, have own courts, have total control over police, do own road maintenance - marginal benefit. Ability to handle own traffic control - very positive benefit.

- 2.57. It prevents annexation and thus ensures we can control our own destiny and retain the ambience we hold so dearly.
- 2.58. Specific focus on local needs.
- 2.59. If we were to incorporate now, I don't think that there would be any positive impacts since our taxes will go up by 70%.
- 2.60. Residents would have the ability to choose city officials who would be accountable to them and their needs and desires as to the community focus. In the 13 years I have been a resident of The Woodlands the focus has changed from a strong family oriented community with slow growth based on rising needs—such as schools—and has gone in a very different direction. Current focus seems to be build, build, build with little regard as to how the rapid growth is affecting quality of life. Examples—schools such as McCullough Jr High—Woodlands 9<sup>th</sup> grade campus—The Woodlands High School—are bursting at the seams. Apartment complexes and residential options continue to add more and more residents in these already over populated areas. The infrastructure is behind (very much) the population growth. The current community leadership seems to be more interested in development of more and more retail and bringing in tourism and less interested in current residents. The majority of residents moved to the Woodlands because of the focus on family life—not mega retail or being a “destination location”. We want to have more control over how our community is being run and developed and what the main focus should be.
- 2.61. It is imperative that the concept of “local control” derived by residents means we desire elected officials accountable to us not the developer to control growth decisions.
- 2.62. I can't think of any—passing our own ordinances pales in comparison to the negative.
- 2.63. Based upon the information presented I see little advantages to incorporation. I will need to do some research to determine if there are any additional advantages that have not yet been identified.

**3. Based on the information presented, what are the potential negative impacts incorporation could have on the community?**

- 3.1. City-like feeling vs. a town felling.
- 3.2. There were no answers given to the residents regarding pros/cons of incorporating. Most people left those meetings feeling as though they do not want to rush into voting if there is uncertainty. Also, the tax increase is not a cap, so that would mean after a few years if we were not sustainable we could have our taxes raised again.
- 3.3. Increased taxes, more intrusive government, greater chance for corruption and cronyism given the lure of the larger public treasury.
- 3.4. County taxes would still be the same. We would pay more to get what we basically already have.

- 3.5. I think the only negative impact is the increase in taxes.
- 3.6. Less financially able persons moving to the Township; over time may become an issue of diversity. Increase in taxes does not bring necessarily new or improved services or venues. Commercial enterprises may require additional market research to justify opening a business here, over time less choice for residents and employment.
- 3.7. More costs.
- 3.8. Possible increase in our taxes to fund all of these services that we will have to provide for ourselves to become our own city.
- 3.9. Bit higher tax rates, maybe some pain in transition.
- 3.10. Higher costs and increased political environment.
- 3.11. I can see costs getting out of control and being passed on to residents by way of higher taxes. Also, it is unfair for the older residents who all along have been paying higher MUD taxes to have to subsidize the taxes of the new MUD districts. We have paid our fair and higher share for the past 15 years. Let MUD 386 go through the pains that MUD 47 went through all these years. I do not believe in unifying the MUDs after all these years.
- 3.12. A word of caution. If The Woodlands incorporates, it faces the risk of not getting adequate support from the cities of Houston and Conroe, since many of The Woodlands residents work there but will not contribute to the tax base of those cities. This weekend I noticed the number of hospitals and road work improvements in SW Freeway near Sugarland. In spite of the large population in The Woodlands and Spring area, we are being neglected. Worse is yet to come . . . beware of the consequences.
- 3.13. Cost more to the residents without measurable improvements in services.
- 3.14. Greater taxes.
- 3.15. Taxes will increase, all of the county services would be provided by the new city of Woodlands - police force, road & traffic services, water services.
- 3.16. Higher tax burden overall.
- 3.17. The cost far outweighs the benefits. Many are just making it as it stands.
- 3.18. Of course, we all fear "over-governance" and the increased taxes. I also fear that this will lead to "paid" elected officials that breed corruption, etc. Power is a strong influence and some folks can't handle it.
- 3.19. Higher taxes and no (or inequitable) relief at the county level for functions taken away from the County.
- 3.20. Interesting that we would still pay the same county taxes even though we would be taking care of our own roads and have our own police force. It seems like a big gain for the County and a loss for residents of The Woodlands. I worry about a reduction in services, because the taxes will be too high. Before you know it, the parks won't be maintained as well, the paths won't be trimmed and programs like concerts in the park will be cut. I am afraid of losing many things that make The Woodlands such a wonderful place to live. Those will all come under fire if we raise taxes. Also, our housing values could be impacted, because people will be less interested in

buying here due to high taxes. However, I suppose that hasn't hurt Creekside sales! I suppose the Hughes Corp will be in favor. I also worry about paid officials rather than volunteers. I think volunteers are more likely to have their heart in the right place. I used to live in a town where the city manager made 200K a year and got a full pension at 55. I don't want to pay for that. I think there is more opportunity for corruption with officials in a city structure. While I like the idea of The Woodlands being a city, I worry about the ability to create ordinances becoming a bureaucratic nuisance. I lived in places where there were many silly rules which you could be ticketed for. Examples: Kids ticketed for riding a motorized scooter on the street - Tickets for parking your car on the street facing the wrong way or parked after 2 am. - Tickets for open alcohol in a park (having wine at Town Green Park while listening to a concert at the Pavilion) - Parking meters everywhere. I like that we don't have this in The Woodlands. Of course, some would argue we have this with our deed restrictions, but I am OK with these.

- 3.21. Higher taxes.
- 3.22. I believe it will make properties in The Woodlands less desirable because of the high taxes, and promote the development of areas outside of The Woodlands. Property prices could drop significantly. The lower MUD tax assessed to the older properties help to balance their competitive position in the market. An even tax for all properties will affect these property values more.
- 3.23. Taxes. Costs. Services. Will we be able to sustain costs and services when a city is created? We will need a police force, cars, jails, buildings, upkeep, courts, plus all the other "departments" a city needs, and personnel for all of it. Talk about job creation! To me, this is a "no-brainer".
- 3.24. First and foremost, the cost. When I ran the calculator, my personal cost would be increased by 50%. It is hard enough to make ends meet now.
- 3.25. More taxes, more laws and penalties, more taxes from the county with less services provided by the county.
- 3.26. Higher taxes for no recognizable benefit.
- 3.27. Higher taxes.
- 3.28. Much higher taxes without improvements to the living conditions here.
- 3.29. Much higher costs in all areas. Less government is always better than more government. I will not vote for the incorporation of The Woodlands.
- 3.30. A very high percent increase in taxes.
- 3.31. Tremendous property tax increase when there is no offsetting benefit demonstrated.
- 3.32. More regulations, government, bureaucracy, taxes, more inbreeding of local politicians who are looking to capitalize on a made up "opportunity" to self govern. Surely someone has looked at keeping the current Township structure, or other options besides incorporation, and assessing what it would take to deal with the "future issues" that were outlined in the presentation?

- 3.33. At this time, I think the impact would only be negative, resulting in higher taxes, expanding infrastructure, and the growth of government.
- 3.34. Based upon the information presented, I see no negative impacts. However, I would be interested in knowing the long-term tax rate plans.
- 3.35. Huge tax increases.
- 3.36. We will have to move to another area, as we could no longer afford to pay the taxes in The Woodlands. Even the property taxes in California are far less expensive than the current property taxes in The Woodlands, and when you add the MUD tax to the property tax, it becomes a huge annual bill that most families struggle to pay.
- 3.37. The Woodlands Township works fine now; there is no reason to change. Why pay 70% more in taxes to be able to have a few more laws? To incorporate makes no sense.
- 3.38. Higher taxes and potential new laws that are not necessary. Bloated government and government jobs that taxpayers will have to subsidize.
- 3.39. Heavy increase in taxation, decrease in quality of services provided.
- 3.40. Financially, it would make a difference to those living in our community who are struggling with the economic problems facing our country right now.
- 3.41. As a recent retiree, my major concern would be higher taxes. On the governance worksheet calculator, our taxes would increase by \$278.88 annually; or \$23.24 per month. At some point in the future that could be significant to some people.
- 3.42. Tax increases.
- 3.43. Plenty.
- 3.44. If the Township assumes all responsibility for water and sewer, I would be concerned about its ability to secure ample future water supplies if it does not have some kind of long-term agreement with Conroe and Houston. Also, it is probably not feasible, but I would really like to see the Harris County portion of The Woodlands transferred to Montgomery County so the new Township was all in the same county for necessary services and to assist homeowners from an insurance standpoint.
- 3.45. NONE.
- 3.46. The increase in taxes, based on the worksheet provided.
- 3.47. You have not done a very good job in analyzing the cost and reducing them to keep it in line with the current costs.
- 3.48. We control it now - but incorporation would cost significantly more.
- 3.49. I could not afford to stay in The Woodlands. My taxes would be too expensive for me. I would have to sell my home and move.
- 3.50. My Woodlands taxes would go up 67%.
- 3.51. Trying to duplicate services and bureaucracy that currently exist in a less efficient manner. The potential switch from contract to self-provided services is fraught with potential problems and waste. Costs (taxes) for the average resident will go up.
- 3.52. The higher tax burden, especially on those living on fixed incomes.

- 3.53. Slightly higher taxes initially, but how high would the taxes be if annexed in 2057?
- 3.54. In my opinion any positive factors are not as important as the NEGATIVE factor of much higher taxes.
- 3.55. Residents, especially retirees, cannot afford nearly 70% increase in property taxes.
- 3.56. Higher expenditures.
- 3.57. Increase the cost of living which is already high in this community. For those that have been living here for a long time and have been retired for some years will be even harder to take. Especially since this community does not have a way to freeze the taxes of the older residents like many other communities do.
- 3.58. Possible tax increases may be levied on seniors, (65+years).
- 3.59. Cost - Continuing to pay the county for services they will no longer provide.
- 3.60. Higher taxes, especially for the older communities because of the only one MUD proviso. The older communities have a higher proportion of lower priced homes and normally lower household incomes are associated with those. We lose a great deal of "economy of scale", i.e., police investigation tools, purchasing power, etc. Also, it appears we will be wasting tax dollars if there is no reduction in certain county or city charges.
- 3.61. 1. Disruption of existing serviced levels during transition to incorporation city 2. Increased taxes 3. Larger centralized government which generally equates to more costly and less efficient government. 4. Ordinance making authority can come to increase special interest influence
- 3.62. Information of a true government with all the infrastructure and costs associated with that. If we think the county is going to lower taxes, we will be disappointed. If we think the county is going to return the law enforcement vehicles, we are delusional!
- 3.63. Information presented was not presented in a full disclosure method complete with all salient budget comparisons.
- 3.64. 1. Substantially higher taxes 2. Creating of a much larger public service bureaucracy 3. Lower service

**4. Based on what you have learned, how could incorporation impact you?**

- 4.1. It might be nice. We would be better off than Kingwood.
- 4.2. Taxes.
- 4.3. Nearly double my taxes, while increasing the chance for official corruption and cronyism. I end up paying for someone else's MUD - if I'd wanted that, I'd have moved elsewhere, you know, like HOUSTON. I thought creating the township was intended to protect us from a high-tax takeover, please don't prove us all wrong.
- 4.4. Not much. It would be nice to have our own police force, but the cost would be too great for it to be worth it.
- 4.5. It would add \$830 to my current tax bill.

- 4.6. As property values at some point will appraise higher; the law of diminishing returns will begin to play a role in my keeping a home here. Given that there are other options in the Houston Metro area, at some point I will look at some of those options. My increase in taxation is about \$75-\$100 a month but the return is much less than expected, given the services and amenities I enjoy here.
- 4.7. Higher tax bill.
- 4.8. Could raise my taxes significantly, even though it was mentioned in the video that incorporation wouldn't. Somebody has to pay for all these services.
- 4.9. Raise my taxes about 16.4% overall. Hopefully, better, more efficient services.
- 4.10. I have been for it for years. It will cost me more but I think it is totally worth it.
- 4.11. Negatively, financially speaking.
- 4.12. Negatively.
- 4.13. Cost me more in taxes
- 4.14. Greater taxes.
- 4.15. Incorporation will increase my taxes, and incorporation would turn upside down what we now have very well established. Woodlands is a business and vacation destination, number one master planned community in Texas, the pavilion is known worldwide as a high quality outdoor performing art venue, our crime rates are low, we have a really awesome town as it is now, so we do not need to incorporate now - we have lots of time to do it if we need to later (until 2057!).
- 4.16. Higher taxes.
- 4.17. It would increase taxes on residence and rental properties which would mean rent increases at a time when the political environment leaves little visibility.
- 4.18. As I noted above on both positive and negative, what impacts The Woodlands, impacts me and my family. I've been here for 23 years and I have seen the small community grow to tremendous size and every positive brings a few negatives depending on how you look at it. I would love for it to have stayed small, but the growth has also brought all the improvements and extras.
- 4.19. Higher taxes for MUD-related services and higher Township taxes with no real increase in service levels.
- 4.20. Higher taxes, \$850/yr estimated. Sense of The Woodlands being a proper town, I like that. I am concerned about the potential for future budget and service cuts. I am concerned about too many ordinances and corruption.
- 4.21. In the present economy, I would be forced to move out of my house.
- 4.22. Like I mentioned above, by the calculation, my taxes would increase, but not a lot. We have an opportunity to move forward in a great way. The Woodlands would not only be the best community to live in, but the best city to live in as well!



- 4.23. Our law enforcement and fire departments would change. I believe the sheriff's department does an excellent job. And my water would jump dramatically. I live in an older village (on purpose, because it was more affordable than the newer ones). If we did this, then it seems that everyone would be on the same page, and I don't know if I could afford that.
- 4.24. Consider moving to a new community.
- 4.25. Higher taxes. Another court system to be potentially called to for jury service.
- 4.26. Higher taxes. My wife and I planned to retire in The Woodlands, but if this plan is approved, that would be impossible. I could vote for the proposal if taxes were cut in half for anyone over the age of 60. As everyone knows, taxes never stay the same, they always go up.
- 4.27. It would drastically increase my cost to live in The Woodlands. I purchased my home in Grogan's Mill for several reasons other than liking the house. I studied the MUD tax rate, the size of lots and easy access to I-45. If incorporation is decided, then most of the reasons I purchased here are moot. Easy access to I-45 is a 15 minute drive. The MUD cost will go 6 times as high and my tax increase will be 70% higher, so basically my taxes will more than double.
- 4.28. Very negatively.
- 4.29. NEGATIVELY.
- 4.30. Our taxes would definitely increase and by a considerable amount. I don't know if there is really a need to becoming a township, especially if it will cost this much more and you aren't even factoring in inflation.
- 4.31. I can see no significant improvement in the quality of life here in The Woodlands if it were incorporated. Rather, I see more opportunity for local government inefficiency and waste. This is a really bad idea, but is being portrayed as the only option available and must be decided very quickly.
- 4.32. Higher property taxes.
- 4.33. Incorporation would make my total taxes actually decrease according to the presentation and personal tax estimator.
- 4.34. Sounds like my taxes would almost double.
- 4.35. We could no longer afford to live here.
- 4.36. Would increase our taxes 70%+. Even the equivalent MUD taxes would increase.
- 4.37. Higher taxes. Taxes are high enough in The Woodlands.
- 4.38. Since I am retired and living on a tight budget, I would have a difficult time living within my budget. Increases in gas prices, food, medical expenses, taxes, and insurance have already taken their toll on my retirement pension. Everything keeps going up in price EXCEPT my pension.
- 4.39. The major impact would be the higher tax rate. One has to decide whether we need more control, or to maintain the status quo. How should we weigh one against the other??? The answers are not easy. As of today, I would say maintain the status quo for the immediate future.
- 4.40. Don't want it.



- 4.41. It appears that we would have a net decrease in taxes in the near term. However, having lived in many states and multiple Texas communities, I would emphasize the short-term effect, because maintenance and the necessity to establish reserves for future expansion and seek additional water resources are all factors that can cause rates to fluctuate. As stated earlier, I want to avoid annexation by the City of Houston and would really prefer to be out of Harris County.
- 4.42. Unlike most residents of The Woodlands, my taxes would decrease if we incorporate. My township property taxes would increase by \$612.98. However, my MUD taxes would decrease by \$2,063.57. I would actually pay \$1,450.00 less in taxes.
- 4.43. Incorporation would present a financial hardship for me.
- 4.44. It obviously would impact me in a negative manner. The first thing you should do is cut loose Creekside. It is already in Harris County and its MUD costs are out of line.
- 4.45. I would pay more - for basically what I have now. Delta cost does not now appear worth the delta gain.
- 4.46. I would be forced to find a community where I could afford the property taxes.
- 4.47. My taxes would go up 67% without any additional benefit.
- 4.48. My taxes will go up, and it is not apparent that the end result will be any better services than we receive today. In fact, based on the amount of transition required, it is more likely the level of services would go down or become much more complicated.
- 4.49. Negatively.
- 4.50. Slightly higher taxes initially.
- 4.51. Would impact all aspect of my life, as I am on a fixed income.
- 4.52. Higher taxes.
- 4.53. Cost more to live here.
- 4.54. I will be retiring soon and have no interest in seeing my taxes increase for something unproven that may or may not improve the conditions of this community. The only people that could benefit from this are the board of directors that would be getting more powerful titles and recognition.
- 4.55. I am a senior of 65+ years. I am concerned over the possible increase on my tax rates which are currently frozen. Will there be an increase in the tax rates for seniors?
- 4.56. Large net negative benefit.
- 4.57. Negatively tax wise, not any positives. Having local control of ordinances gains little. Again, the big plus is to remove the threat of annexation.
- 4.58. Increased tax and probable lower house value due to reduced demand as a result of the higher tax which is already higher than surrounding areas.
- 4.59. 1. Increased taxes 2. Risk of disruption of existing service levels.
- 4.60. Increased taxes; increased water/wastewater rates
- 4.61. Positive

4.62. Higher taxes!

**5. If you could speak directly to the Board of Directors, what advice would you give them regarding what should be done next about The Woodlands' governance structure?**

- 5.1. Please use wisdom and pray about your decisions before you make them. Use the Scriptures as the guide. We trust that you can make the right decision every time this way.
- 5.2. After hearing the EDP speech on how successful The Woodlands Township is about bringing business into The Woodlands, as well as those people driving into The Woodlands to work and eat, I would imagine that should defer some of the costs that we would need to keep taxes low. Plus, a lot of residents are afraid of ulterior motives from some of the board members.
- 5.3. If you want to do good, do it with your own money. Our local government should exist to serve the basic, civic needs (law enforcement, trash, utility, and the like). It should not ask itself what else we're going to do today, and then go find money to spend it, such as the water taxi silliness. Further, it should realize that The Woodlands is a residential area at heart, not some wide area of possible taxpayers who can be tapped to fund projects to help business interests (see water taxi comment, other items around the town center). If there's money to be made, let them make it without public funds in support or public pressure picking winners.
- 5.4. See if there is some sort of legislation to get ordinance-making abilities and leave the rest alone.
- 5.5. I would say to delay the vote on the movement to a municipality. There is no rush to have this vote, and the financial penalty doesn't seem to justify the potential improvement in governance. At first glance, this debate seems to hinge on the positive of ordinance-making ability against the negative of increased taxes.
- 5.6. Address the noise issues associated with expanding roads like Woodlands Parkway. The traffic noise has become unbearable and does not allow people who live close to this road to enjoy the outdoor that The Woodlands have to offer. Some sort of noise absorption surface should be put on the road, and possible other noise abatement options should be explored. The amount of traffic and expansion of Woodlands Parkway has led to increased noise issues. This is not the vision that George Mitchell first had for The Woodlands. Also, perhaps opening Research Forest up to FM 2978 area would alleviate some of the traffic on Woodlands Parkway.
- 5.7. Is there a reason not to approach Shenandoah and propose a merger of the Township and Shenandoah? Shenandoah already has all the organizational units necessary for servicing the villages; so if there is no legal block, why not save both communities' taxpayer funds. I am sure the increased tax rate will be a lot less than the estimated one suggested so far.

- 5.8. Keep at it.
- 5.9. I think another election should be held to determine if it is worth it for our taxes to increase dramatically to fund being incorporated. I, for one, do not think it is worth it. What are the cons of being annexed to Houston or Conroe? I really don't think it would be that bad. I'd rather be annexed then have to pay a huge increase in taxes. My in-laws were thinking about moving to The Woodlands, but now they are afraid to, being on a fixed income, because they couldn't afford a tax increase such as incorporating would cause.
- 5.10. One thing missing from this is the impact on business. What will taxes look like here? Added sales tax? What about when some of the abatements slow or stop? How will this impact the finances of The Woodlands as a city? Also, in the press the tax increase is getting a bad reputation. This presentation and form was a big help in putting it all in perspective. You should e-mail/mail it to all residents or have a computer generate one for each resident and get it to them so they see the real tax impact
- 5.11. Tell the truth. We all know the developers do not want the Township to incorporate before they leave.
- 5.12. The Woodlands has a high-quality brand image. We just need to maintain it without any lavish spending. Just like the federal and state government, once you give them the authority to govern, spending gets out of control. I am concerned these services will get bloated on expenses and the added cost will out strip the marginal benefits.
- 5.13. Do not INCORPORATE. U will regret it.
- 5.14. The recommendation for incorporation should clearly state the increase in taxes and what the measurable benefits are to the community (as a whole and to a typical resident).The property tax rate increase alone of 70% seems way too high!
- 5.15. In my humble opinion as a long-time resident, small business owner and lover of The Woodlands - dear board of directors, please keep your focus on the residents and our quality of life with your attention and tax dollars, do not just focus on the corporate goals of the development company while overlooking the little people and families that make this "hometown" what is it today. Also...leave some trees - they help us breathe:
- 5.16. In either scenario, I would caution the board to keep their humility which I realize is difficult & a handle on the entire township staff. As an organization gets bigger and more bureaucratic, it becomes so inefficient. The many voices & skills that are within get drowned out by the structures of management and the desire of the board & management to believe that things are simple when they are not. Find a way to keep a pulse on the entire organization beyond relying on upper management. One comment on the presentation: it was a little dishonest to present the cost of the police vehicles as a new cost in that this cost is already paid by the township under the law enforcement contract.

- 5.17. Status quo until benefits justify the cost.
- 5.18. I think we need to look at other options to enhance the current structure before just going with incorporation... It shouldn't be the default, and we shouldn't be in a hurry just because we can do something in 2014. We need to make sure the folks that could come into control are wise about the business and less interested in the politics as frankly that's where our country is today. I admire how The Woodlands has stayed on budget, year after year, and still supported the growth that's kept us one of the fastest growing and most popular places to live in the US.
- 5.19. To continue to look at the options every two years (in legislative years) and make a move to incorporate only at the time that the benefits are worth the increased costs. Tweak legislation every two years to fine tune the model. The Woodlands is one of the best places in the world to live and work. Don't mess with a model that works.
- 5.20. Don't rush into this. I suspect it will get voted down in a big way because of the increase in taxes for most people. Those who get lower taxes will be in favor. If you want to do this, you need to point out the benefits. I am not sure I see them. Thank you for taking the time to do the analysis and put this video together. It is your contributions that help make The Woodlands so wonderful!
- 5.21. I don't understand the consultant's study, although I have read it in detail. How is it a future city if The Woodlands would require revenues to cover expenses three times greater than the city of Conroe? Has the governance committee discussed their proposed budget with similar sized cities, to understand why the estimated budget is so much higher than comparable cities? Conroe operates on roughly \$45m annually. Have the consultants grossly overstated their assumptions? Even the township has higher expenditures than Conroe, perhaps another approach is to do a zero based budget for the future city, and try to build up the necessary services to validate the consultants work?
- 5.22. If they see and understand that a change is valuable to the community, please explain it clearly and massively to the community with enough time for us to prepare for what would come.
- 5.23. I don't even know if this is possible or not, but could there be a mix of keeping some of the county services that are already in place (law enforcement/fire)? And then have "city" departments for governance issues.
- 5.24. Current structure is working and a new city with the expenses associated with it would negatively impact the community as many would move out to Montgomery county and other surrounding communities in the county.
- 5.25. Need to defer decision on incorporation for several more years (i.e., until sometime after The Woodlands is fully developed). This way we would have a better outlook on potential taxes and be able to even out the impact of the tax change in a much more fair basis.
- 5.26. Remain a township for the time being.

- 5.27. I do not see why the board is in such a hurry. We have 50 years to make this determination. The Woodlands has changed drastically in the 13 years I have lived here. Like I use to tell my girl's travel softball teams in games, slow down and stop acting like your "bra is on fire." Relax, take a deep breath and slow down.
- 5.28. Do not change from the present government system.
- 5.29. Given that no gaps were revealed by analysis (and no benefits are claimed or described by the ability of the incorporated entity to issue ordinances), the directors should vote to defer further study (and consulting expense) of incorporation for a period of 10 years, AND NOT WASTE ANY TOWNSHIP FUNDS ON THE COST OF A REFERENDUM. Directors are elected to make decisions, and deferring incorporation at this time is AN EASY ONE TO MAKE. We just can't continue to spend money studying this issue when we have 50 years to decide. The BOD should refrain from relying on "incorporation" as the one solution to address any future gaps, when and if they occur within the 10 moratorium for Incorporation studies.
- 5.30. I would like to know more about the true costs of this, because it could really impact our retirement here. You say in the video that you haven't considered inflation and this really worries me. I would hate to have to move elsewhere, just because our taxes would be too much for us to afford living in an area that we have lived in for 20 years!
- 5.31. I think you have gotten way ahead of yourselves. You need to go back to square one and identify a full range of options (and timing) available with a recommendation narrowing those options to a manageable few based on sound judgment and cost benefits to the citizens of our community. A lot of work lies ahead of you before this decision should be brought to a vote.
- 5.32. I think we should postpone this decision as long as possible. The Township Board of Governors should publicly express their positions on this matter.
- 5.33. Proceed cautiously and take into consideration all aspects and any consequences, whether positive or negative. I would also suggest that efforts be continued to get all the gathered information out to the community. I believe it is a challenging task to inform everyone who would be impacted due to some people's apathy.
- 5.34. The structure itself doesn't matter, at least not in terms of status. Sure, I would love to say that I come from the City of The Woodlands, but that doesn't matter. What does matter is maintaining a high quality (current status) of life, without an increase in taxes. In fact, as the tax base increases from additional residences and businesses, taxes should go down for each individual not up. Let's not look at building a new city bureaucracy that adds cost and also adds taxes! There will be a flight from this area (including me) if taxes increase as proposed under incorporation. This will be no good for any one and will probably lower home values, not increase them, thereby decreasing tax receipts anyway. Think about it!

- 5.35. I would say that we have a very good situation as it exists. I do have a concern: Why is there so much emphasis on tourism in The Town Center area? Why do we need water boats that very few people that live here use? Why are we hit each year with a Woodlands Township tax? We does every open space have to have something built on it? When we moved here six years ago to escape Orange County, California's sprawl, we loved The Woodlands, but now it is starting to look more like Orange County every day.
- 5.36. Do not proceed. Do not hold an election to incorporate. There is no reason to fix something that is not broken. Do not raise our taxes, we are on a limited income.
- 5.37. Why not keep as a township?
- 5.38. We are fast approaching a taxation barrier that will cripple The Woodlands if incorporated. Young couples and retirees will not find our community affordable, even with mortgage free homes. A hometown that no one can afford – be careful what you wish for.
- 5.39. I would like to see that we keep everything as is and re-assess the situation in the future.
- 5.40. We have a fantastic community, with what seems a good governance structure at this time. How much, if anything, would we possibly lose, or miss, if we remain a township? Will becoming a city actually give us any added quality? We need to keep taxes as low as possible. The retiree population is only to grow. Obviously, many things to consider.
- 5.41. 1: Establish alternatives. I do not understand why incorporation has been presented separately from other alternatives. (2) There is an inconsistency in FAQ and the spreadsheet. The spreadsheet says it will cost me an extra 2 cents tax for waste usage, and the FAQ says there is no impact on any utilities. I still get the feeling that the numbers are intentionally inflated. A direct comparison with other cities would be helpful. Can't we have a statistical average of association fees for Sugarland and Pearland added to their tax rate and see where the anomalies are?
- 5.42. You have a good process in place. Consolidate the feedback and then let the community know the nature of the feedback and the answers. At some point conduct a straw poll to see what the sentiment is and whether the community feels they have enough information to make an informed vote. I assume that a future legislature cannot negate the current agreement with Conroe and Houston re their exercising their EJT authority until 2057. My instinct is that the Township should proceed in 2014 and not hesitate to move on with the plan. I appreciate your making the video and this feedback form available as we were not able to attend the forums last week.
- 5.43. I guess this is a good time to vent about my MUD taxes in Mud District 386. I live in May Valley, considered to be a part of Sterling Ridge, also located in Montgomery County. However, we are lumped in with Creekside in Harris County for MUD taxes that are exorbitantly high compared to every other MUD district in The Woodlands. Why are we not in the Sterling Ridge MUD



- Districts? I'm paying for all the improvements in Creekside, and I never go there!
- 5.44. Postpone change in governance.
  - 5.45. You have not stayed what have done to get the cost back in line. All that you have done is run up the bill and add it up. That does not speak well of the current Township management to get the cost back in line. How about doing another presentation that shows what has to be done to get the cost back in line.
  - 5.46. Rather than jump on incorporation, is there a present value cost advantage to a phased approach to incorporation, say funding the necessary increments over a 5+ year period ? Run several phased cases?
  - 5.47. I would like them to understand that there are many homeowners who could not afford the taxation. Being retired, does not afford me a drastic change in my taxes.
  - 5.48. Find some other way to deal with the MUD issues. The properties that have been here for many years and have paid MUD taxes the longest are bearing the burden of incorporation. That isn't right!!!
  - 5.49. I STRONGLY OPPOSE INCORPORATION AT THIS TIME!!
  - 5.50. Launch a study to determine the feasibility of incorporating communities such as Shenandoah and Oak Ridge. Create an enterprise zone to attract more diversified businesses. Can we develop a plan for light industry/manufacturing? I understand our sales tax accounts for about half our revenue. What about corporate taxes. Are we giving the "job creators" a free ride? And if so should we?
  - 5.51. The presentation and summary report were very good. However, I wonder if some of the head count estimates are on the high side. For example, the police estimate of ~125 when we currently only have ~85. I know the county provides some of the services above the 85, but I don't think that it is equal to 40 people. Also, are the costs of the current contract deputies, vehicles, etc., backed out of the cost analysis comparison for the incorporation costs?
  - 5.52. Drop any further expenses associated with studies, etc. in evaluating becoming a city. Let's us continue the status qua of being a township at this time and for the foreseeable future.
  - 5.53. Suggest that increased security/police patrols could be achieved by modest increase in taxes. 70% increase through incorporation is not reasonable or affordable. Strongly suggest that Township work with legislature to enable Township to enact appropriate laws and regulations re: traffic, security, fireworks control, noise abatement, zoning, etc. without need for full incorporation and its accompanying cost. This would be a reasonable solution at modest cost to residents. Perhaps in future, expanded property values for businesses will minimize increases in tax rates for full incorporation.
  - 5.54. Let the voters give their opinion through a non binding referendum.
  - 5.55. Do not do it.

- 5.56. Protect our seniors!
- 5.57. This form of legal, political extortion (the County not granting compensatory tax relief) virtually guarantees that voters will turn down incorporation. Under these circumstances, I strongly suggest that the Township forget about a referendum. It will fail by a huge margin and be a total waste of money. The only chance we will ever have for incorporation is for our state legislators to change the laws governing the collection of County taxes so that citizens cannot be taxed twice for the same public services. I haven't seen any hints that our Township Board is lifting a finger to lobby for this change.
- 5.58. We need to go slowly towards incorporation or the form of government best suited to prevent annexation and minimize tax impact because of inherent higher costs associated with incorporation. There must be avenues or strategies which allow us to use county resources already available to us rather than have to build our own bureaucracy. We also carefully need to ferret out duplicative costs by streamlining or combining functions in the agencies we will have. A careful, thorough approach is preferred. We have the time to do so since we are functioning so well at this time and for the foreseeable near term
- 5.59. The physician's creed....Do no harm!
- 5.60. The video was well done and provided great information. I wish all would see it but that's not likely to happen. While recent newspaper articles are true, they seem to be somewhat misleading (?) as I have heard "MY TOTAL TAX BILL WILL GO UP 70%!" from several people in The Woodlands. Yes, their "Township" taxes will, but their OVERALL tax bill will not. Wish this could be more carefully addressed in future news articles by the publishers. I would vote to have my taxes go up for what I would be receiving as I would consider that a "Value". Thank you for a well-presented explanation in your video.
- 5.61. Don't feel compelled to act hastily on this issue. Remember that it is not the role of the Board to decide this issue it is rather to inform and plan for its possible implementation if that is the decision of the residents.
- 5.62. Why are we changing with added costs when what we have works well.
- 5.63. A vote of incorporation should be a given in this regard for "local control" principle. Why were not all questions presented answered in forums? All should be published on website.

**Please provide any additional comments you might have here.**

- C.1. I am against incorporation.
- C.2. Please see Regina Vinson input I follow echo [Residents would have the ability to choose city officials who would be accountable to them and their needs and desires as to the community focus. In the 13 years I have been a resident of The Woodlands the focus has changed from a strong family oriented community with slow growth based on rising needs—such as schools—and has gone in a very different direction. Current focus seems to



be build, build, build with little regard as to how the rapid growth is affecting quality of life. Examples—schools such as McCullough Jr High—Woodlands 9<sup>th</sup> grade campus—The Woodlands High School—are bursting at the seams. Apartment complexes and residential options continue to add more and more residents in these already over populated areas. The infrastructure is behind (very much) the population growth. The current community leadership seems to be more interested in development of more and more retail and bringing in tourism and less interested in current residents. The majority of residents moved to the Woodlands because of the focus on family life—not mega retail or being a “destination location”. We want to have more control over how our community is being run and developed and what the main focus should be.]