

Goals For Lubbock

A Vision INTO THE

21st
CENTURY

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RESOLUTION

WHEREAS, It is of utmost importance to develop a future vision for quality growth, quality development, and quality living environment to guide Lubbock and the region into the 21st Century; and

WHEREAS, Lubbock citizens and citizens of the region are major stakeholders in decisions which will affect their futures; and

WHEREAS, The "Goals for the '70's", "Goals for the '80's", and "Lubbock 2005", have provided for past citizen involvement in Goals for Lubbock's future; and

WHEREAS, Goals programs are important planning processes to guide decisions and resource allocations for Lubbock's and the Region's future, and to convert a vision for our community into actions and reality; and

WHEREAS, A "Goals for Lubbock: A Vision Into the 21st Century" Committee, consisting of one hundred (100) members, conducted numerous public meetings and published preliminary goals for citizen input; NOW THEREFORE:

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LUBBOCK, COUNTY COMMISSIONERS COURT, AND THE LUBBOCK INDEPENDENT SCHOOL DISTRICT BOARD OF TRUSTEES:

That, "Goals for Lubbock: A Vision Into the 21st Century" is hereby adopted and approved as a guide for public and private actions in the future to ensure that the future of Lubbock and the region offers opportunities for a comfortable standard of living and high quality of life for our citizens.

Passed by the City Council this 30th day of August, 1995.



DAVID R. LANGSTON, MAYOR

Passed by the County Commissioner's Court this 30th day of August, 1995.



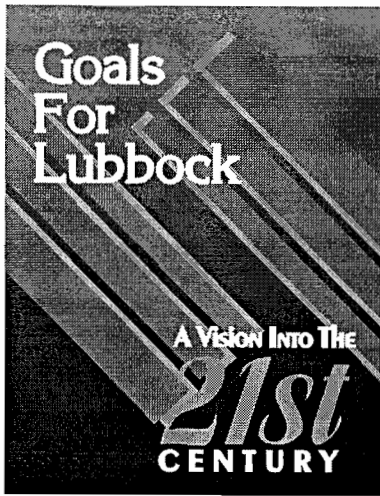
DON McBEATH, COUNTY JUDGE

Passed by the L.I.S.D. Board of Trustees this 30th day of August, 1995.



BILL MILLER, PRESIDENT

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INTRODUCTION

"The future is not some place we are going to, but one we are creating. The paths to it are not found, but made. And the activity of making them, changes both the maker and the destination."

Anonymous

...the citizens of Lubbock have always been a force in determining the direction of the community.

The purpose of "Goals for Lubbock: A Vision into the 21st Century" is "to create visionary, imaginative and challenging goals to ensure that the future of our community offers opportunities for a comfortable standard of living and high quality of life for as many citizens as possible".

Lubbock is a city which was built on a heritage of strong values and traditions. The foundation of this heritage is deeply rooted in the resolve of its people. Furthermore, the citizens of Lubbock have always been a force in determining the direction of the community. Therefore, each and every Lubbockite was invited to participate in "Goals for Lubbock: A Vision into the 21st Century". This goals program took a cross section of the entire city, brought about a community consensus, and developed a vision for the future of Lubbock and the region. This plan allows us to peer into the 21st Century as Lubbock continues to progress towards a future with a higher standard of living and improved quality of life.

A committee of 100 Lubbock citizens was appointed in July 1994 by the Lubbock City Council and this committee devoted their time and energy in the initial development of the project. These 100 citizens participated in nine subcommittees:

- Economic Development
- Education
- Health, Safety and Human Services
- Intergovernmental Coordination
- Land Use and Urban Design
- Neighborhood and Citizen Involvement
- Recreation, Parks, Entertainment, and Cultural Affairs
- Transportation
- Utilities

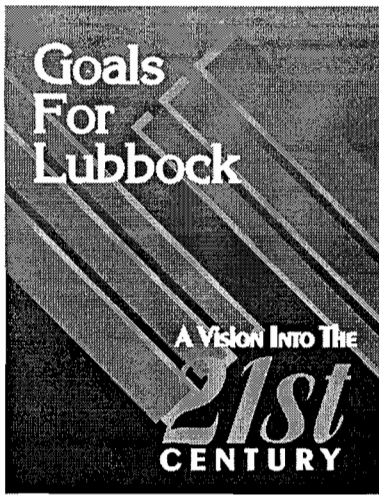
Their initial efforts resulted in developing a list of issues which set the foundation to create visionary, imaginative, and challenging goals for our City. This list of issues was produced in a tabloid.

It is incumbent ... to use the Goals for Lubbock as a roadmap for creating paths to help create Lubbock's future.

This tabloid was distributed to the entire community through area newspapers and also placed at drop off sites throughout the city. The responses to this tabloid were returned to the subcommittees and discussed at various subcommittee meetings. Following the tabloid responses, the nine subcommittees held a public hearing where committee members received direct public input from citizens. All pertinent information received from the public was then incorporated into the nine subcommittee reports.

The nine reports were then forwarded to the Steering Committee. The Steering Committee refined and approved the goals and objectives. These goals and objectives were then produced in a draft document, forwarded to the City Council, and other community entities for review and adoption.

The final step in any goal-setting or planning process is action or implementation. It is incumbent on the City Council, County Commissioners, school districts and all other concerned citizens to use the Goals for Lubbock as a roadmap for creating paths to help create Lubbock's future.



STEERING COMMITTEE

Gary Lawrence, Chair

Ken Bastian, Jr.

Bill Blackwell

Shirley Christian

Greg Garrison

Melinda Green-Harvey

Sandy Henry

Nancy Neal

Don Richards

Dick Walsh

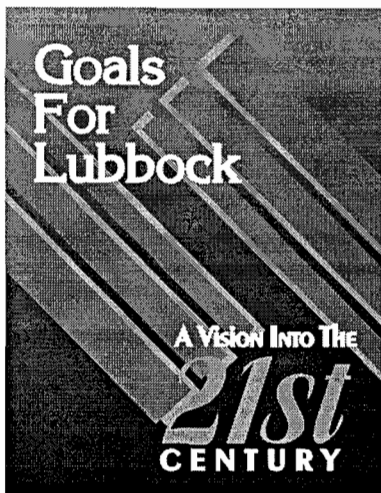
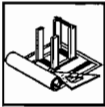



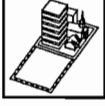




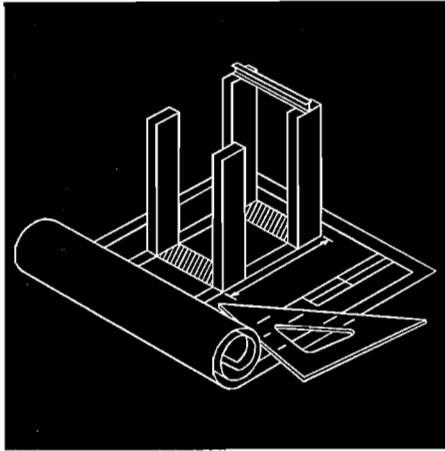


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Economic Development

MISSION STATEMENT

"Evaluate, develop and recommend challenging, comprehensive, community-wide/regional goals which provide the framework for policies and strategies for improved economic growth and conditions which make Lubbock and the region key competitors in the emerging global economy."

COMMITTEE MEMBERS

CHAIR

Dick Walsh

VICE CHAIR

Jane Anne Stinnet

MEMBERS

Randy Wink

Marciano Morales

Dr. Sam Curl

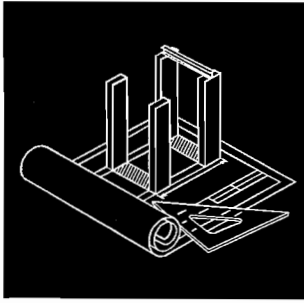
Ricky Scott

Randy Andrews

R. J. Givens

Zelda Cuevas

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Economic Development

"The analysis made evident . . . Lubbock's positioning at an important cross road of opportunity . . ."

"adopt an aggressive, proactive economic development stance . . . to effectively compete in the crucial economic development" arena.

INTRODUCTION

The Economic Development Subcommittee of the Goals for Lubbock Committee was charged with developing recommendations for a comprehensive approach to ensure the continued economic growth and vitality of the City of Lubbock. As a representative citizens committee, with members from both the educational and business communities, the group has emphasized economic development goals that encourage environmentally conscious and community empowering growth.

To facilitate the goals development process, the subcommittee analyzed both past and present economic developing trends in the City. The thorough analysis of the City's economic development climate involved an extensive review of current economic development theories and information, including a comparison of the economic development strategies of Lubbock and comparable cities. Presentations were also given by local officials and the Lubbock Chamber of Commerce to familiarize subcommittee members with the City's past and present organizational economic development structures. To ensure maximum citizen input into the formulation of recommendations, the subcommittee conducted two separate surveys. One was sent to members of the South Plains Association of Governments and the other was sent to all Lubbock citizens. The surveys evaluated not only citizens impressions of, but also suggestions for the future economic development in the City.

The analysis made evident to the subcommittee, Lubbock's positioning at an important cross road of opportunity in the current, dynamic economic development environment. All recommendations, therefore, revolve around the establishment of a consistent and formal economic development structure allowing the City to take advantage of the many opportunities existing to promote growth and the general good of all citizens.

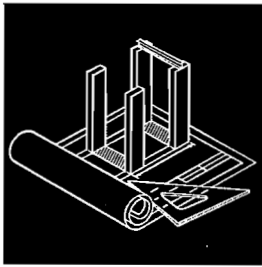
The Subcommittee broke into groups to formulate possible vision statements from the general headings proposed. After discussion, the Subcommittee produced the following official Economic Development Subcommittee Vision Statement:

"The future of Lubbock will offer an enhanced quality of life with a positive community image, centered around business opportunities, a trained workforce, and community cooperation in an environment with a supportive infrastructure."

After thorough assessment of all information provided, and numerous discussions of the pertinent economic development issues, the subcommittee has determined what it considers to be the most effective means to capitalize on the City's growth potential.

The goal recommendations focus on several distinct, yet interrelated facets of economic development. Committee members saw the increase of financial options and economic incentives as central to any economic development strategies.

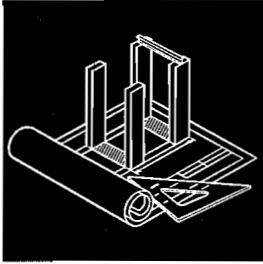
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Economic
Development

GOAL 1:
Execute a cohesive and well coordinated Economic Development program which emphasizes business retention, business expansion, small business development, international trade, and industrial attraction.

- OBJECTIVE 1.1:** Establish a cohesive and well-coordinated structure for various economic development entities.
- OBJECTIVE 1.2:** Retain and expand existing Lubbock business.
- Conduct an annual personal survey of businesses to determine problems, concerns, or expansion opportunities.
 - Promote and expand Lubbock's medical/health care industry.
- OBJECTIVE 1.3:** Ensure retention of Reese AFB.
- OBJECTIVE 1.4:** Increase Lubbock's manufacturing base.
- OBJECTIVE 1.5:** Involve the private sector more in the promotion of growth in Lubbock.
- OBJECTIVE 1.6:** Reach a community-wide consensus on economic development priorities.
- OBJECTIVE 1.7:** Create more higher paying jobs.
- OBJECTIVE 1.8:** Increase private sector involvement in the financing of economic development initiatives.
- OBJECTIVE 1.9:** Promote small business opportunities in International Trade. (see Intergovernmental Coordination, Objective 3.2)



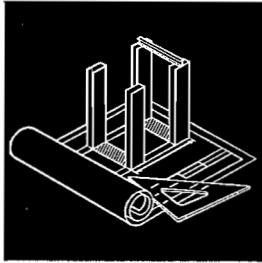
Economic
Development

GOAL 2:
Establish and market an aggressive and highly competitive Business Retention and Attraction Program with a variety of Economic Development incentives and financial options which meet or exceed those of other cities.

- OBJECTIVE 2.1:** Increase financial resources for economic development in order to make Lubbock competitive with other cities.
- OBJECTIVE 2.2:** Maintain a local government which is pro-business.
- OBJECTIVE 2.3:** Maintain the lowest possible tax structure.
- OBJECTIVE 2.4:** Create an innovative financing program to assist new and existing companies with expansion and/or relocation.
- Keep businesses informed of financing opportunities
- OBJECTIVE 2.5:** Promote legislation which reduces the impact of legal/environmental regulations.
- OBJECTIVE 2.6:** Support worker's compensation reform.
- OBJECTIVE 2.7:** Adopt the freeport tax exemption.
- OBJECTIVE 2.8:** Support State trucking regulation reform.

GOAL 3:
Expand the supply of skilled labor for existing and new businesses located in Lubbock and the Region through enhanced education and training opportunities. (see Education, Goal 5)

- OBJECTIVE 3.1:** Expand technical training and education.
- Develop a rapid response to labor/training needs of business.
 - Identify targeted occupations for ongoing training.
 - Increase financial support for all higher education.
- OBJECTIVE 3.2:** Increase public school involvement in technical training.



Economic Development

- OBJECTIVE 3.3:** Expand Adult Literacy Training Programs
- OBJECTIVE 3.4:** Establish night degree programs at Texas Tech.
- OBJECTIVE 3.5:** Broaden minority employment opportunities.
- OBJECTIVE 3.6:** Increase investment in educational technology.

GOAL 4:

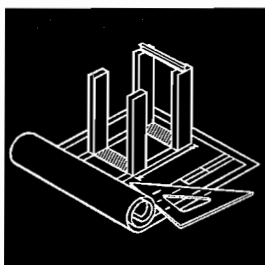
Provide and maintain support services and networking for existing and targeted businesses with an attractive, accessible, cost-competitive, high-quality infrastructure.

- OBJECTIVE 4.1:** Develop additional support services for existing businesses.
- OBJECTIVE 4.2:** Increase availability of jet service connections to national and international destinations. (see Recreation, Parks, Entertainment & Cultural Affairs, Objective 4.1 and Transportation, Objective 1.2)
- OBJECTIVE 4.3:** Develop an ongoing networking system for businesses.
- OBJECTIVE 4.4:** Improve City's water quality.

GOAL 5:

Maintain and market Lubbock as a safe, progressive City, offering balanced growth, revitalization efforts, and a wide variety of multi-cultural and leisure activities.

- OBJECTIVE 5.1:** Enhance community pride.
- OBJECTIVE 5.2:** Improve Lubbock's image both state and nation-wide.
- OBJECTIVE 5.3:** Support the creation of more jobs for the youth and elderly.
- OBJECTIVE 5.4:** Maintain a low crime rate.



Economic Development

OBJECTIVE 5.5: Promote balanced growth throughout the City. (see LandUse & Urban Design, Goal 2)

- Develop additional businesses along the I-27 corridor.
- Revitalize North and East Lubbock.
- Increase downtown development opportunities.
- Retain businesses displaced by construction of the East-West freeway.

OBJECTIVE 5.6: Expand cultural amenities available in the City

OBJECTIVE 5.7: Establish adequate childcare for working families. (see Education, Objective 4.12 and Health, Safety & Human Services, Objective 4.4)



Education

MISSION STATEMENT

“Evaluate, develop and recommend comprehensive, community-wide goals which will encourage policies, practices and cooperation to insure that public and private educational facilities provide the best education system in the state and that our technical and university curriculums meet local job training demands as well as national and international demands.”

COMMITTEE MEMBERS

CHAIR

Ken Bastian, Jr.

VICE CHAIR

Tom C. Nichols

MEMBERS

Dr. Curtis Culwell

Ramon Gallegos

Julie Blackard

Chevo Morales

Dr. Mary Tom Riley

Paul Whitton

Jim Shah

Linda Coronado

Dwight McDonald

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Education

"These students start behind and, too often, stay behind."

"... parental involvement is a key factor for successful school completion."

INTRODUCTION

The mission of the *"Goals for Lubbock: A Vision Into the 21st Century"* Education Subcommittee was to evaluate, develop and recommend comprehensive, community-wide goals which will encourage policies, practices and cooperation to ensure that public and private educational facilities provide the best education system in the state and that our technical and that our technical and university curriculums meet local job training demands as well as national and international demands.

The Education Subcommittee evaluated a wide variety of issues facing the education of current and future Lubbock residents. These issues were defined from within the group and from presentations by outside professionals in the education field. Input was also gathered from citizens and information regarding educational trends throughout the nation.

The education subcommittee defined issues into five main areas; **cooperation, school readiness, safe school environment, school completion and technical/career education.**

Increased cooperation was identified by the subcommittee as a need among all school districts, post-secondary education entities, other governmental entities and the private sector. The subcommittee recommends achieving this goal by exploring the utilization of school facilities and promoting coordination of information resources.

Too many students are entering Lubbock schools without the necessary basic skills necessary to function in an educational environment. These students start behind and, too often, stay behind. Current programs to address this problem are available, but not adequate to deal with the demand. A major focal point of the subcommittee was increased parental involvement and knowledge in the development of children. Issues ranged from adult literacy programs to increasing public awareness of pre-school programs currently in place.

Safe, secure and alcohol/drug free environments are vital to creating and implementing effective learning environments for Lubbock schools. There is not only a definite need to focus on preventive-oriented programs, but also developing programs/facilities for drug and alcohol rehabilitation.

The preceding issues are closely related to the issue of school completion. Many programs that support school completion exist in the current education system, however public awareness needs to be emphasized. Again, parental involvement is a key factor for successful school completion.

The final issue of the subcommittee is the need to improve and expand technical skill training to address current and future needs of Lubbock citizens and businesses. When Lubbock wages the war for a competitive advantage in economic development, it must go into battle with a highly skilled, top salary work force. Statistics from the Texas Employment Commission predict that three out of every four new jobs will require some degree of education beyond high school by the year 2000.

In conclusion, the Education Subcommittee believes that a high quality of life directly correlates with a strong educational system in the community.

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Education

GOAL 1:

Increase cooperation among all school districts, all post-secondary education entities, and the public and private sector.

OBJECTIVE 1.1: Explore the utilization of school facilities for a variety of activities/services. (see Education, Objective 4.11)

OBJECTIVE 1.2: Promote the coordination of information resources.

OBJECTIVE 1.3: Aggressively pursue fixed funding sources.

GOAL 2:

Reduce the number of children entering schools in the City of Lubbock without the basic skills to allow them to learn in a school environment.

OBJECTIVE 2.1: Eliminate the number of children with little or no exposure to any type of structured/group environment.

OBJECTIVE 2.2: Improve parental knowledge in basic skills (reading, writing, math) and expand adult illiteracy programs to eliminate the number of illiterate parents.

OBJECTIVE 2.3: Improve parental knowledge regarding child development.

OBJECTIVE 2.4: Establish neighborhood school readiness centers where the need clearly exists.

- Organize and mobilize volunteers
- Utilize neighborhood facilities where available
- Encourage business sponsorships
- Provide child care for parents and teachers
- Expand transportation availability

OBJECTIVE 2.5: Implement "Discovery" mobile classrooms that go directly to the neighborhoods.

OBJECTIVE 2.6: Increase public awareness of pre-school programs currently in place.

OBJECTIVE 2.7: Develop bilingual pre-school programs.



Education

**GOAL 3:
Reduce the distractions to an effective learning environment by making every Lubbock school a safe, secure and alcohol/drug free environment.**

- OBJECTIVE 3.1:** Increase parental involvement in all aspects of safe school areas (i.e. weapons, alcohol, drugs, violence).
- OBJECTIVE 3.2:** Develop more preventive-oriented programs focusing on substance abuse, violence, and gang involvement.
- OBJECTIVE 3.3:** Increase teacher training on how to spot and address problem areas in students.
- OBJECTIVE 3.4:** Increase interaction between private businesses and schools.
- OBJECTIVE 3.5:** Eliminate the number of weapons in the Lubbock schools.
- OBJECTIVE 3.6:** Enhance current programs dealing with safe school areas.
- OBJECTIVE 3.7:** Improve methods for identifying and treating students involved in substance abuse.
- OBJECTIVE 3.8:** Seek grant funding to develop programs/facilities for drug & alcohol rehabilitation.

**GOAL 4:
Ensure all citizens of Lubbock have access to public and private elementary and secondary education characterized by parental involvement, a safe environment, and the goal for its students to compete in a free enterprise economy.**

- OBJECTIVE 4.1:** Increase the awareness of existing, successful programs which support school completion.
- OBJECTIVE 4.2:** Increase parent, family and mentor involvement in school-sponsored activities.
- OBJECTIVE 4.3:** Increase early childhood involvement in programs which provide enhanced and additional learning opportunities.
- OBJECTIVE 4.4:** Provide school programming which facilitates effective learning for all students.



Education

- OBJECTIVE 4.5:** Increase/improve the use of technology in the classroom.
- OBJECTIVE 4.6:** Improve the opportunities for teachers to continually update their skills.
- OBJECTIVE 4.7:** Increase the number and percentage of students obtaining a high school diploma or its equivalent.
- OBJECTIVE 4.8:** Provide career information and education throughout the educational process.
- OBJECTIVE 4.9:** Provide education which teaches students the skills required for lifelong learning.
- OBJECTIVE 4.10:** Improve student performance on standardized testing.
- OBJECTIVE 4.11:** Explore the utilization of school facilities for a variety of activities/services. (see Education, Objective 1.1)
- OBJECTIVE 4.12:** Provide before and after school child care. (see Economic Development, Objective 5.7 and Health, Safety & Human Services, Objective 4.4)
- OBJECTIVE 4.13:** Cooperate with existing agencies to provide adult education programs.

GOAL 5: Improve and expand technical skill training to address current and future needs of Lubbock citizens and businesses. (see Economic Development, Goal 3)

- OBJECTIVE 5.1:** Establish a sustainable funding source for technical training programs and facilities.
- OBJECTIVE 5.2:** Identify the job skills anticipated in the next decade and develop training programs to teach these skills.
- OBJECTIVE 5.3:** Develop a program for training local workers to fill jobs in businesses moving to Lubbock.
- OBJECTIVE 5.4:** Provide a source for continual updating of skills and re-training for Lubbock workers.
- OBJECTIVE 5.5:** Reduce the most common barriers to attending technical training.
- Expand child care opportunities
 - Improve transportation availability
 - Develop scholarships or other means of reducing economic barriers
 - Schedule programs to maximize student access (i.e. nights, weekends, after business hours).
- OBJECTIVE 5.6:** Increase community awareness of the technical training programs already in place.



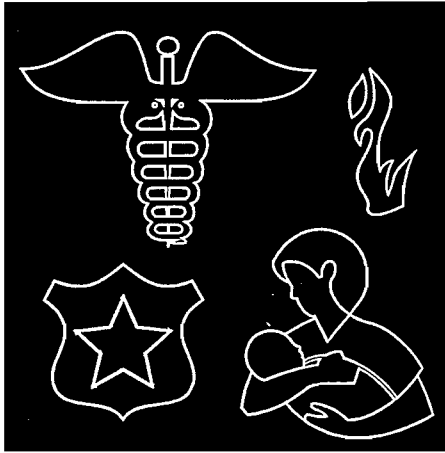
Education

OBJECTIVE 5.7:

Evaluate existing training programs to ensure students are prepared to fill real job needs.

OBJECTIVE 5.8:

Improve the opportunities for faculty members to continually update their skills.



**Health, Safety,
Human Services**

MISSION STATEMENT

"Evaluate, develop and recommend challenging, comprehensive, community-wide goals which will encourage public and private policies, practices and cooperation to insure efficient delivery of highest quality health, safety and basic human services to the citizens of Lubbock."

COMMITTEE MEMBERS

CHAIR

Greg Garrison

VICE CHAIR

Susan Stanton

MEMBERS

Dr. Bernhard Mitemeyer

Oscar Reyes

Dave Knapp

Ashley Pfeiffer

Marie Taylor

Delbert McDougal

Rebecca Wallace

Heenan Johnson, Jr.

Shirley McManigal

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INTRODUCTION



Health, Safety, Human Services

"Public safety is an issue that affects every citizen in a community."

The Health, Safety, and Human Services Subcommittee was charged by the City Council to recommend community-wide goals which will encourage policies to insure the highest quality health, safety and basic human services for the citizens of Lubbock. Public safety is an issue that affects every citizen within a community. Police and fire protection are areas which concern each and every one of us on a daily basis and maintaining a strong presence of public safety contributes to a healthy community. Protecting the public health is also of great concern to citizens, especially with the ever increasing number of environmental regulations being developed.

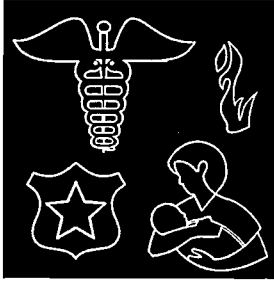
The subcommittee considered a large and diverse number of issues and concerns which were received from the subcommittee members. Concerns were focused most heavily on the areas of crime, youth problems, and health care needs. Discussions of problems in these areas were targeted toward first identifying root causes and then identifying strategies for improvement. Also included among the more significant root causes that were identified were breakdown of the family, lack of self-confidence, lack of responsibility, lack of parental responsibility, lack of youth activities and job opportunities, and a need for more preventive health education and health care.

When considering specific health and safety issues, the committee spent a large amount of time on crime and gang issues. Approaches recommended included removing the very violent criminals from the streets and providing assistance for marginal youth. Emphasis was placed upon revising the state Family Code to adequately provide municipalities with tools to address the juvenile crime problem.

In investigating the areas of health and human services, the committee focused on issues of better coordination and information processes among agencies which provide services to the community. Increasing public awareness of services available was also emphasized. In the area of fire protection, the committee stressed public information and the use of technology.

"Concerns . . . focused . . . on . . . crime, youth problems and health care needs. "

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Health, Safety,
Human Services

GOAL 1: Eliminate violence and criminal activities associated with gangs.

OBJECTIVE 1.1: Remove dangerous youth from the street.

OBJECTIVE 1.2: Provide alternative classrooms to remove disruptive children from schools.

OBJECTIVE 1.3: Increase rehabilitation programs.

OBJECTIVE 1.4: Increase county and state incarceration facilities for juvenile offenders.

OBJECTIVE 1.5: Develop programs to address the issues of disruptive children.

OBJECTIVE 1.6: Revise the state law that pertains to offenders under 18 years of age.

- Develop state-wide depository for juvenile criminal records.
- Allow juvenile probation officers to hold detention hearings.
- Lower the age for youth to be tried as an adult for violent crimes.
- Retain adult status involving future crime, once certified as an adult.
- Include civil/criminal responsibility of parents in the Family Code.
- Increase penalties for violence shown against educators (teachers, school staffs and school administration) and law enforcement officials.

OBJECTIVE 1.7: Enhance public awareness of the extent of youth crimes.

OBJECTIVE 1.8: Increase juvenile justice system resources.

OBJECTIVE 1.9: Develop and enhance programs for reclaiming youth from gang activities.

GOAL 2: Enhance intervention programs to address problems related to youth (i.e. teenage pregnancies, substance abuse, school issues, etc.)

OBJECTIVE 2.1: Enhance parental accountability for the activities of their children.

OBJECTIVE 2.2: Assure sufficient programs and facilities for youth treatment and rehabilitation.

OBJECTIVE 2.3: Expand and improve mental health services for juvenile offenders.

OBJECTIVE 2.4: Increase youth activities to deter initial gang involvement.

OBJECTIVE 2.5: Increase intervention programs to prevent crime.

OBJECTIVE 2.6: Improve attitude among our young people.



Health, Safety,
Human Services

GOAL 3: Enhance law enforcement and crime prevention programs to address societal changes within the community.

OBJECTIVE 3.1: Improve and expand law enforcement and crime prevention resources such as:

- Facilities
- Operational Units
- Administrative Units

OBJECTIVE 3.2: Improve and expand county and state adult incarceration facilities.

OBJECTIVE 3.3: Adequately address destructive behavior when it occurs, including both adult and youth offenders.

OBJECTIVE 3.4: Reduce violent crime related to crack cocaine and other substance abuse by:

- Increasing incarceration capacity
- Increasing severity of penalties

OBJECTIVE 3.5: Improve crime prevention through public education and intervention.

GOAL 4: Develop a comprehensive system for delivery of human services.

OBJECTIVE 4.1: Increase coordination between agencies which provide human services.

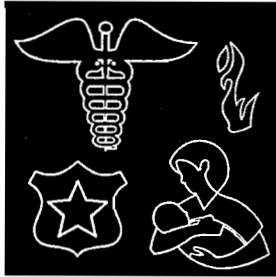
OBJECTIVE 4.2: Increase and enhance basic life and job skills programs.

OBJECTIVE 4.3: Enhance substance abuse prevention programs.

OBJECTIVE 4.4: Ensure adequate day care for those in need. (see Economic Development, Objective 5.7 and Education, Objective 4.12)

OBJECTIVE 4.5: Ensure adequate housing for those in need.

OBJECTIVE 4.6: Provide transportation for those in need.



Health, Safety,
Human Services

GOAL 5: Provide a comprehensive health information system to increase public education and effective administration and planning of health services.

- OBJECTIVE 5.1:** Develop community-owned health information database which contains at least:
- Patient Demographics
 - Chronic Diseases
 - Hospital Discharges & Admittance
 - Births & Deaths
 - Injuries
 - Disabilities
 - Communicable Diseases
 - Preventable Diseases
 - Mental Disorders
 - Available Services
- OBJECTIVE 5.2:** Increase and enhance preventive health programs.
- OBJECTIVE 5.3:** Educate the general public about the effects of lifestyles.
- OBJECTIVE 5.4:** Start education in early childhood.
- OBJECTIVE 5.5:** Hold parents accountable for the neglect of the health of their children.
- OBJECTIVE 5.6:** Increase efficiency of the health care system by:
- Improving accessibility to health services and emergency care
 - Providing services which are age-appropriate
 - Eliminating duplication of services
 - Enhancing public education regarding mentally ill.
- OBJECTIVE 5.7:** Enhance service for the mentally ill.
- Medical Care
 - Dental Care
 - Housing
 - Inpatient Beds



Health, Safety,
Human Services

GOAL 6: Protect life and property through efficient delivery of fire protection, fire prevention and public safety programs.

- OBJECTIVE 6.1:** Improve protection of life and property and reduce costs through technology and other means.
- Increase the use of smoke detectors and residential sprinkler systems.
 - Improve CAD (Computer Aided Dispatch) and management information systems for the fire department.
 - Establish backup emergency communications capabilities area-wide.
 - Provide for a mobile communication vehicle for on-scene coordination and command at major emergencies.
- OBJECTIVE 6.2:**
- Improve protection of life and property through public safety education.
 - Increase public awareness of common fire prevention methods.
 - Increase public awareness of smoke detectors and sprinkler systems for saving lives and property when fires occur.
- OBJECTIVE 6.3:** Manage fire prevention and fire control resources to meet changes in the City.
- Analyze and plan for appropriate location of fire stations, present and future.
 - Continued analysis and planning for improvement in equipment, procedures, training, management and facilities to improve effectiveness and efficiency.
 - Improvements through intergovernmental cooperation or consolidation of services.
- OBJECTIVE 6.4:** Enhance training levels of the fire department to assist EMS (Emergency Medical Services) in urgent, life-threatening situations.
- OBJECTIVE 6.5:** Develop an early warning system for disasters.



MISSION STATEMENT

"Evaluate, develop and recommend challenging comprehensive goals which provide direction for efficient and quality governmental services and products which assure coordination of national, state, regional and community issues and citizen participation."

Intergovernmental Coordination

COMMITTEE MEMBERS

CHAIR

Nancy Neal

VICE CHAIR

Col. Terry Weimer

MEMBERS

Louise Cummins

Mark Blakemore

Kenny Maines

Lorenzo Seden, Sr.

Dr. Michael Ward

Maggie Trejo

Ralph Madrid

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Intergovernmental Coordination

"The issues . . . are considered urgent and . . . will continue to challenge governmental decision-making. . ."

" . . . this trend . . . will continue and . . . citizens . . . will reap benefits of intergovernmental coordination."

INTRODUCTION

The Intergovernmental Coordination Subcommittee was charged by the City Council to evaluate, develop and recommend challenging, comprehensive goals which provide direction for efficient and quality governmental services and products in order to assure coordination of national, state, regional and community issues and citizen participation.

In an attempt to set the direction of intergovernmental coordination in Lubbock County and lay the groundwork for local governing entities to share a common vision, the subcommittee members spent several months identifying issues that could help increase the efficiency and effectiveness of providing government services at the lowest cost without sacrificing quality. The issues identified by the subcommittee are considered urgent and, as such, will continue to challenge governmental decision-making well into the future.

As part of its research, the subcommittee examined several cities across the country that are currently using a Metro government approach, or are committed to sharing or consolidating services with other governing entities as a way to achieve maximum efficiency and effectiveness. In the true Metro cities, public services are being provided by a single, local governing entity and are usually governed by a city or county commission. Other cities are practicing, to varying degrees, intergovernmental coordination in the form of shared and/or consolidated services.

Other issues studied were the importance of establishing a regional identification for West Texas; the significance of Texas Tech as a leader in medicine, research, education; and legislative and economic issues. These topics emerged as the most relevant and closely related to intergovernmental coordination as a focus for developing a comprehensive strategy to achieve regional goals and establish a common vision.

Committee members recognized that local governing entities have made tremendous progress in the area of intergovernmental coordination since the 1970s. The City of Lubbock organization alone has engaged in more than 150 joint agreements with other governing entities since 1979 and continues to actively evaluate any opportunities. It is the hope of this committee that this trend among local governing entities will continue and the citizens of Lubbock will reap the benefits of a serious commitment to intergovernmental coordination.

The following recommendations have been discussed at length and represent the member's consensus, of what our vision for this region should be in the area of intergovernmental coordination. They are based on the recognition of a need for a regional approach to problem solving and an aggressive approach to the use of shared and consolidated services among local governing entities in an efficient and responsible manner.

A strong commitment to intergovernmental coordination and a shared vision among entities will ensure the continued provision of quality public service to the citizens of this region. 27

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Intergovernmental
Coordination

GOAL 1:
Create a common vision shared by governing entities (county, cities, schools, colleges and universities).

GOAL 2:
Provide the best possible service at the lowest possible cost through consolidation and shared services between local and governing entities.

OBJECTIVE 2.1:

Establish a committee to critically examine the potential for consolidation and shared services between local governing entities.

- Actively pursue agreements to share or provide services.
- Encourage cooperation/coordination among law enforcement agencies.
- Coordinate technology/computer and other public sector services to avoid duplication (i.e. 9-1-1 service, G.I.S. mapping capabilities, and fiber optic networks).
- Develop record-keeping system for shared service agreements.

OBJECTIVE 2.2:

Determine the feasibility of establishing alternative forms of government in Lubbock County.

- Assure diverse representation at all levels.

OBJECTIVE 2.3:

Create a strong network of communication among the county, cities, and school districts.

- Increase number and improve effectiveness of joint meetings between governing entities.
- Coordinate taxation issues to include setting of tax rates, bond and other elections.
- Develop alternative sources of public revenue other than property and sales taxes.

OBJECTIVE 2.4:

Improve coordination between the cities and county on land use and development issues in the unincorporated areas of the county.



**Intergovernmental
Coordination**

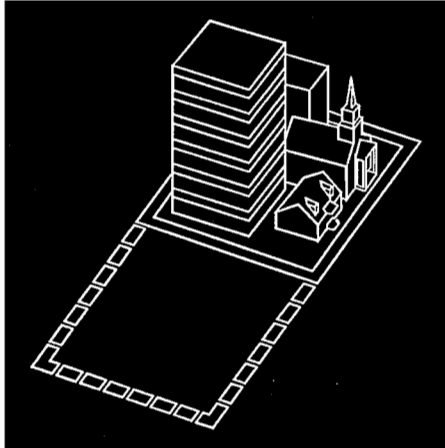
**GOAL 3:
Establish a strong West Texas presence
at the state and federal levels in order to
create a regional identification for West
Texas.**

OBJECTIVE 3.1:

Support Texas Tech University/TTU
Health Sciences Center's mission of
becoming a national leader in
medicine, education and research.

OBJECTIVE 3.2:

Develop the South Plains as an international trade center
(NAFTA, GATT). (see Economic Development, Objective 1.9)
Explore establishing an international bank.



Land Use and Urban Design

MISSION STATEMENT

"Evaluate, develop and recommend challenging and visionary goals which provide an efficient, planned, balanced growth of residential and public land uses which preserve natural and unique physical quality, and promotes a positive urban image which reflects Lubbock's history, heritage and progressive civic pride."

COMMITTEE MEMBERS

CHAIR

Melinda Green-Harvey

VICE CHAIR

Henry Huneke

MEMBERS

Ken Flagg

Nita Kiesling

Mary Crites

Irasema Velasquez

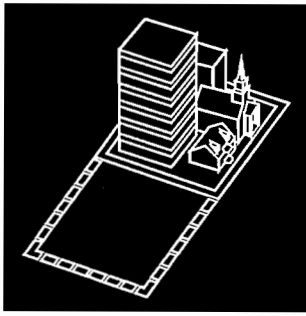
Art Cuevas

Eddie Dixon

Gary Rothwell

Dr. Martin Harms

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Land Use and Urban Design

INTRODUCTION

In his book The Citizen's Guide to Planning, Herbert H. Smith wrote:

"In thinking about desirable, attractive cities or neighborhoods you have seen-the places that made you think, 'How nice it would be to live there.'-what about them did you find attractive? Was it that their people had no sense of purpose and direction and left things to chance, being satisfied with whatever happened; or was it because someone cared, someone bothered to plan, and those involved recognized that quality and excellence are important and can be achieved?"

*"... lively discussions
... resulted in... wide
ranging goals that...
will enhance our City."*

The Land Use and Urban Design Subcommittee was a group that cared, and cared deeply about Lubbock, about its character, about how to keep and enhance the good aspects of our City's urban design patterns, about how to help those areas needing it. And, it was important to us that all of these things be accomplished without forgetting our heritage and unique things about our City that make it what it is.

The first task of the subcommittee, which was charged with recommending goals that provide efficient, planned, and balanced growth throughout the entire community, was to conduct an in-depth review of current land use strengths, needs, opportunities, and problems. During this review process, the subcommittee drew on the expertise of the City staff, other agencies, and the private sector. The quality and breadth of the review comments were enhanced by the variety of backgrounds of our members including planning, construction, land development, and design. These diverse backgrounds were the impetus for many lively discussions and resulted in the formulation of wide-ranging goals that we strongly feel will enhance our City.

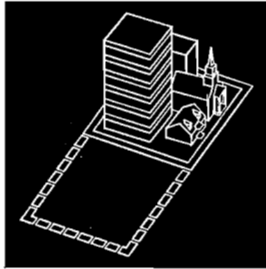
Recommendations to improve visual image and enhance compatible land uses ranged from very specific approaches such as increased code enforcement and revised landscape standards to larger policy issues such as reviewing proposed land issues in the Comprehensive Land Use Plan, the document which guides land use and zoning decisions and evaluations of annexation policies to insure enhanced growth.

*"The... subcommittee
... cared deeply about
Lubbock... its
character, about how
to keep the good aspects
of... our city's urban
design..."*

The committee also focused on some very specific needs for the central business district, noting the necessity of enhancing the visual and architectural character of sensitive areas such as the Broadway Corridor and the Depot District. Provision of adequate and well-maintained park land was also a priority for the committee. The group also noted the need to identify and protect Lubbock's historic resources.

These goals, which were set after careful evaluation and with a strong effort made to consider the needs of private sector property owners, developers, and the community at large, will help make Lubbock the place Herbert Smith refers to, the place that makes others think how nice it would be to live here.

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Land Use and Urban Design

GOAL 1: **Ensure a high quality visual image and compatible land uses for Lubbock through developmental standards and codes enforcement.**

OBJECTIVE 1.1: Increase enforcement of environmental codes for junk vehicles, weeds, alleys, parking on unpaved surfaces and substandard structures. (see Objective 1.2 and Neighborhood and Citizen Involvement, Objective 3.2)

OBJECTIVE 1.2: Encourage business and homeowners to take greater pride in maintaining properties, including improved landscape maintenance.

OBJECTIVE 1.3: Create better access to neighborhood commercial from adjacent residential areas.

OBJECTIVE 1.4: Revise zoning landscape standards to provide incentives for tree planting and use of water conserving landscaping (xeriscaping).

OBJECTIVE 1.5: Promote communication between various government entities and private developers.

OBJECTIVE 1.6: Consider a revised Medical District chapter of the zoning ordinance.

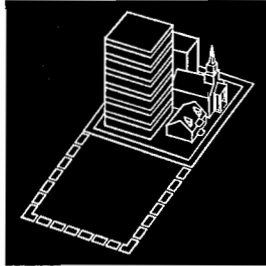
GOAL 2: **Assure compatible land use development for efficient use of infrastructure, compact, rounded-out land use patterns and a variety of housing types and costs. (see Economic Development, Objective 5.5)**

OBJECTIVE 2.1: Evaluate proposed land uses in the Comprehensive Land Use Plan in terms of expected demand of land for residential, commercial and industrial growth.

OBJECTIVE 2.2: Integrate a variety of housing types and costs and neighborhood retail in a neighborhood setting.

OBJECTIVE 2.3: Evaluate current annexation policies to insure balanced growth.

OBJECTIVE 2.4: Increase accessibility to all land uses for persons with disabilities.



Land Use and Urban Design

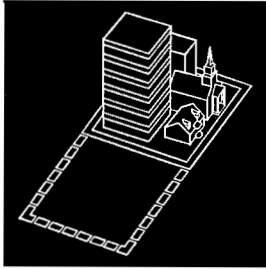
GOAL 3: Ensure quality urban design.

- OBJECTIVE 3.1:** Improve the image of transportation corridors into and throughout the City. (see Transportation, Objective 1.9)
- OBJECTIVE 3.2:** Work with the development community to design and develop a model, mixed use development incorporating different types of residential uses, open space and commercial development.

- OBJECTIVE 3.3:** Establish cooperation between the development community, government agencies and utilities in placement and maintenance of facilities in alleys and the public right-of-way.
- OBJECTIVE 3.4:** Evaluate the role of the alley system, including the need for alley paving in existing areas and in new developments. (see Transportation, Objective 1.10)
- OBJECTIVE 3.5:** Develop programs for local business participation in public landscaping projects on, or adjacent to the public right-of-way.
- OBJECTIVE 3.6:** Encourage the use of underground electrical utilities in all areas of the City.

GOAL 4: Promote the preservation and revitalization of older buildings, neighborhoods and commercial areas and the development of vacant land within the current city limits.

- OBJECTIVE 4.1:** Provide incentives for new development in areas with existing infrastructure and for revitalization and preservation of older areas.
- OBJECTIVE 4.2:** Support appropriate commercial development and affordable housing efforts in north and east Lubbock, including the areas adjacent to the Canyon Lakes.
- OBJECTIVE 4.3:** Find creative land use and transportation circulation solutions to reducing traffic and crime in neighborhoods.
- OBJECTIVE 4.4:** Educate the development community, design professionals and property owners on appropriate infill, scale and other urban design issues for older areas of the City.



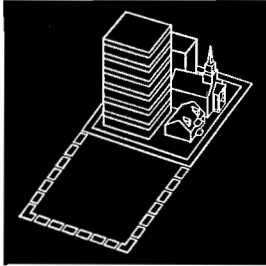
Land Use and Urban Design

GOAL 5:
Establish a positive identity for downtown Lubbock, including the Central Business District, Broadway Corridor and the Depot District, as the civic, cultural, entertainment, governmental and financial center of the City. (see Recreation, Parks, Entertainment & Cultural Affairs, Goal 1)

- OBJECTIVE 5.1:** Provide incentives for revitalization and preservation of downtown Lubbock.
- OBJECTIVE 5.2:** Enhance the visual and architectural character of unique areas of downtown Lubbock by preparing architectural and landscape design guidelines that address restoration, renovation, new construction, traffic circulation and pedestrian scale streetscape for each specific area.
- OBJECTIVE 5.3:** Implement "review and comment" architectural design review as a condition of building permit approval in certain areas of downtown.
- OBJECTIVE 5.4:** Create a Central Business District chapter of the zoning ordinance.

GOAL 6:
Provide adequate, high quality park land and facilities (including athletic facilities, jogging paths, benches and playground equipment) to serve the needs of new and existing neighborhoods. (see Recreation, Parks, Entertainment & Cultural Affairs, Goal 3)

- OBJECTIVE 6.1:** Provide additional public and private greenbelt development as part of stormwater drainage management plan to promote continuous bicycle, jogging and roller blade paths and provide other public open space.
- OBJECTIVE 6.2:** Create incentives for developers to provide parks and amenities in new subdivisions.
- OBJECTIVE 6.3:** Conserve ecology and natural features in the Canyon Lakes and other City parks.
- OBJECTIVE 6.4:** Integrate more parks and open space into existing neighborhoods.



**Land Use and
Urban Design**

**GOAL 7:
Recognize, preserve and protect
Lubbock's heritage and historic
resources.**

OBJECTIVE 7.1: Promote the unique character of the Llano Estacado region.

OBJECTIVE 7.2: Educate the development community, design professionals and property owners on local history, historic preservation programs, tax incentives and urban design issues for historic and potentially historic areas.

OBJECTIVE 7.3: Develop a local history and historic preservation curriculum for Lubbock schools that emphasize the built environment and the role of all groups in Lubbock's history.

OBJECTIVE 7.4: Enhance the Lubbock Historic Site Survey to reflect the City's ethnic diversity and the full range of building types found within the City.

OBJECTIVE 7.5: Provide educational and intergovernmental coordination opportunities for heritage and historic preservation groups in the community.



Neighborhood and Citizen Involvement

MISSION STATEMENT

"Evaluate, develop and recommend comprehensive goals which promote safe and decent housing for all citizens, stable and identifiable neighborhoods, removal of urban blight, and maximum citizen participation and consensus building."

COMMITTEE MEMBERS

CHAIR

Bill Blackwell

VICE CHAIR

Marina Garcia

MEMBERS

Penny Morin

Betsy Jones

Doug Hale

Ellis Langston

Ms. Leigh Mires

Ms. Bennie Sims

Jim Taylor

Joseph Tienda

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Neighborhood and Citizen Involvement

"Maximum citizen involvement. . . will create the synergy for change."

"Coordinated community action needs to occur to prevent and correct causes of neighborhood deterioration."

INTRODUCTION

The mission of the Goals for Lubbock "A Vision Into the 21st Century" Neighborhood and Citizen Involvement Subcommittee was to "evaluate, develop and recommend comprehensive goals which promote safe and decent housing for all citizens, stable and identifiable neighborhoods, removal of urban blight and maximum citizen participation and consensus building".

The subcommittee formulated a wide range of issues facing neighborhoods. These issues were based on meetings and presentations from a vast majority of groups, experts in the field and neighborhood associations. The subcommittee defined issues in the areas of establishing stable, safe neighborhoods and citizen participation, as well as ensuring safe, accessible and affordable housing and arresting neighborhood deterioration.

In order to achieve stable and safe communities, partnerships must occur among parents, churches, schools, businesses, neighborhoods, service organizations, government and the criminal justice system. Cost-effective education, prevention and intervention measures should occur between the city, county and the courts. The subcommittee was committed to making sure that partnerships at all levels occur at the neighborhood level.

The subcommittee spent a great deal of time discussing the perception of hopelessness and the inability to influence issues, which are the root of many problems (i.e. crime, poverty, inadequate education, substance abuse, and voter apathy). Means by which this apathy may be changed are through the revitalization of the family and its value system, church participation in the neighborhoods and the involvement of professional individuals as role models. Maximum citizen involvement through neighborhood associations will create the synergy for change.

Ensuring safe, decent, accessible and affordable housing for all citizens of Lubbock is a commitment which this community has made. Increasing home ownership, providing resources to assist with maintenance and repairs, and taking strong action against property owners and tenants who do not maintain their properties are areas which provide for the means to achieve this goal. Coordination of housing programs and services is important to the maximization of resources.

Coordinated community action needs to occur to prevent and correct causes of neighborhood deterioration. Leverage of local resources, improvement of neighborhood appearance, encouraging and attracting investment activities and improving incentives for the development of vacant tracks are all means of arresting deterioration.

Overall, it is the involvement of the community and neighborhoods, as well as the development of partnerships, which will provide the impetus for having safe, stable neighborhoods. This is where the catalyst for change will commence.

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Neighborhood and
Citizen Involvement

GOAL 1:
Achieve safer communities through partnerships of parents, church, school, businesses, neighborhoods, service organizations, government, and the criminal justice system.

- OBJECTIVE 1.1:** Reduce criminal activity through cost-effective education, prevention and intervention measures.
- OBJECTIVE 1.2:** Enforce strict compliance of local curfew laws.
- OBJECTIVE 1.3:** Foster neighborhood/police partnerships to reduce crime and gang activities.
- OBJECTIVE 1.4:** Provide adequate prison space and detention facilities for criminals to carry out their sentences.
- OBJECTIVE 1.5:** Deliver more police services at the neighborhood level.

GOAL 2:
Maintain an open, supportive and caring community with confidence in government, access to resources and a high level of participation.

- OBJECTIVE 2.1:** Alter the perception of hopelessness and the inability to influence issues, which are the root of many problems (i.e. crime, poverty, inadequate education, substance abuse, voter apathy).
- OBJECTIVE 2.2:** Provide the means for neighborhoods and individual citizens to help themselves.
- OBJECTIVE 2.3:** Revitalize the family and its value system.
- OBJECTIVE 2.4:** Achieve active church participation in neighborhoods.
- OBJECTIVE 2.5:** Involve professionals as role models.
- OBJECTIVE 2.6:** Achieve maximum citizen involvement in neighborhood associations.
- OBJECTIVE 2.7:** Include neighborhood events in a community-wide calendar.



Neighborhood and
Citizen Involvement

GOAL 3: **Ensure safe, decent, accessible and affordable housing for all citizens of Lubbock.**

OBJECTIVE 3.1: Increase home ownership and provide resources to assist with maintenance and repairs.

OBJECTIVE 3.2: Take strong action against property owners and tenants who do not maintain their properties. (see Objective 5.2 and Land Use & Urban Design, Objectives 1.1, 1.2)

OBJECTIVE 3.3: Coordinate programs throughout the City that provide resources for housing

GOAL 4: **Create an environment which maintains distinctive, identifiable, high quality, stable neighborhoods and reflects community pride.**

OBJECTIVE 4.1: Develop and maintain organized and well-functioning neighborhood associations which are resourceful, proactive, self-sustaining, and self-reliant (i.e. including activities, block parties, workshops).

OBJECTIVE 4.2: Increase resources and commitment for Lubbock United Neighborhood Association (L.U.N.A.) and neighborhood associations from private, public, and non-profit sources.

OBJECTIVE 4.3: Achieve a common vision through shared values and goals with and between neighborhood associations.

OBJECTIVE 4.4: Coordinate service delivery and utilize existing facilities at the neighborhood level.

OBJECTIVE 4.5: Facilitate the organization of neighborhood associations across all sectors of the City.

OBJECTIVE 4.6: Strengthen the capacity of neighborhood associations to identify, access and participate more effectively in those processes which will bring about positive change by connecting identifiable needs to available resource.

OBJECTIVE 4.7: Require participation of citizens and neighborhood associations as a condition for the receipt of all programs, funds and services (i.e. matching funds, volunteer hours, private/public partnerships).



**Neighborhood and
Citizen Involvement**

**GOAL 5:
Ensure coordinated community action
to prevent and correct causes of
neighborhood deterioration.**

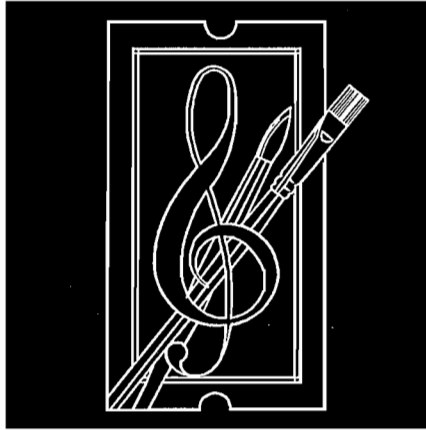
OBJECTIVE 5.1: Leverage local resources, rather than federal funds, to maintain quality housing and neighborhoods.

OBJECTIVE 5.2: Improve neighborhood appearance through increased code enforcement. (see Objective 3.2 and Land Use & Urban Design, Objectives 1.1, 1.2)

OBJECTIVE 5.3: Encourage and attract investment activities within the neighborhoods.

OBJECTIVE 5.4: Provide incentives for development of vacant tracts in existing neighborhoods.

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MISSION STATEMENT

"Evaluate, develop and recommend challenging goals which create, enhance and preserve a variety of public and private recreational, cultural entertainment and arts activities accessible to all citizens and markets, and promote Lubbock for tourism and conventions."

Recreation, Parks,
Entertainment,
Cultural Affairs

COMMITTEE MEMBERS

CHAIR

Sandy Henry

MEMBERS

Nevill Manning

Rick Lipps

Renee Underwood

Brad Green

Jane Prince-Jones

Anna Jenkin

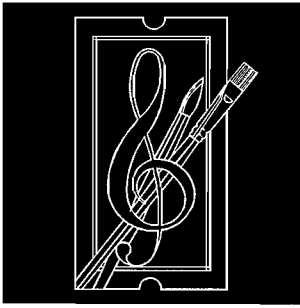
Phillip Garcia

Evelyn Davis

Elizabeth Clarke

David Quintanilla

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Recreation, Parks, Entertainment, Cultural Affairs

"The subcommittee . . . developed goals that will compliment all facets. . . with regard to the use of leisure time."

"Emphasis was placed upon increased involvement in . . . recreation and tourism. . . as well as . . . appreciation of the arts."

INTRODUCTION

Recreation is a human activity and experience undertaken primarily for the satisfaction of the participants to develop creatively their innate capacities, use intelligently their energies, and enrich their lives. The sub-committee for Recreation, Parks, Entertainment and Cultural Affairs developed goals that will compliment all facets of the citizenry with regard to use of leisure time. Included are parks, recreation, entertainment, performing arts and sport/athletic goals that, when accomplished, will enhance the City's quality of life.

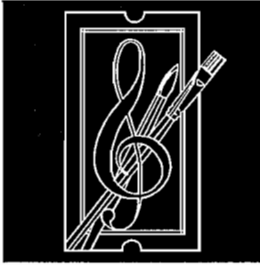
Main issues raised by the committee include revitalization of downtown Lubbock, opportunities for increased leisure events, improved use of park land, enhanced recreation and arts programs, consolidated marketing efforts to promote Lubbock as a tourist destination, and continued development of the Canyon Lakes system, including Mackenzie Park and the South Plains Fairground area.

In investigating the downtown Lubbock revitalization efforts, the committee reviewed specific opportunities for enhancing the growing entertainment potential of the Depot District, Civic Center District, and a possible "theme" retail shopping area. Specific issues include a multipurpose arena, fine arts center, West Texas Music Museum, and a visitor's information center.

When considering other recreation, tourism and cultural arts issues, the committee examined existing resources, and ways to consolidate efforts to enhance effectiveness and efficiencies. Emphasis was placed upon increased involvement in the recreation and tourism areas, as well as increased appreciation of the arts. The committee found needs in all sectors of the City and recommended approaches which were inclusive across the community.

The objective of the sub-committee's efforts is to provide goals which will provide excellence in community services and facilities that offer recreational, educational, social and enrichment opportunities for all citizens to enhance the human potential and protection of open-space resources.

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Recreation, Parks,
Entertainment,
Cultural Affairs

GOAL 1: Revitalize Downtown Lubbock as a focal point for entertainment, arts and business. (see Land Use & Urban Design, Goal 5)

OBJECTIVE 1.1: Create a unique entertainment complex in the Depot District for tourism and convention attraction.

OBJECTIVE 1.2: Build a multi-purpose arena.

OBJECTIVE 1.3: Relocate and upgrade the Fine Arts Center.

OBJECTIVE 1.4: Create a permanent site to store and display the Buddy Holly Memorabilia.

OBJECTIVE 1.5: Create a West Texas Music Museum.

OBJECTIVE 1.6: Create a Visitor's Information Center.

OBJECTIVE 1.7: Renovate the Civic Center.

OBJECTIVE 1.8: Increase exhibit space and meeting rooms in the Civic Center District.

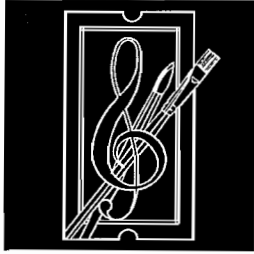
OBJECTIVE 1.9: Create a unique, consolidated "theme" retail shopping area.

GOAL 2: Develop creative and aggressive programs to position Lubbock as a major destination for spectator and participatory sports events.

OBJECTIVE 2.1: Develop practice and game fields for a variety of youth and adult sports.

OBJECTIVE 2.2: Create sports authority.

OBJECTIVE 2.3: Attract minor league sports teams.



Recreation, Parks,
Entertainment,
Cultural Affairs

GOAL 3:
Enhance the quality of life for Lubbock citizens through a comprehensive system to plan, acquire, develop and maintain public lands and recreation programs. (see Land Use & Urban Design, Goal 6)

- OBJECTIVE 3.1:** Develop dedicated sources of renovation/maintenance funds for parks and cultural facilities (i.e. endowments, set-asides, percentages of program income, etc.).
- OBJECTIVE 3.2:** Provide security/safety for public lands and recreation programs.
- OBJECTIVE 3.3:** Create "sense of ownership" by neighborhoods adjacent to neighborhood parks (i.e. Friends of the Parks Associations).
- OBJECTIVE 3.4:** Develop "Trees for Lubbock" program (a reforestation initiative).
- OBJECTIVE 3.5:** Provide adequate programs and facilities for the senior population (i.e. sports, tennis, swimming, jog/walk tracks, cultural events, etc.).
- OBJECTIVE 3.6:** Develop leisure programs to include special needs groups (physically challenged individuals, at-risk youths).
- OBJECTIVE 3.7:** Complete development of McAlister Park (compliment Mackenzie Park development).
- OBJECTIVE 3.8:** Develop multi-purpose "activity center" (aquatics, rec. center, classrooms, etc.) 50,000+ population center.
- OBJECTIVE 3.9:** Incorporate leisure-time programs into public libraries.



Recreation, Parks,
Entertainment,
Cultural Affairs

GOAL 4: Coordinate and consolidate marketing efforts for the promotion of Lubbock and the region as a visitor destination.

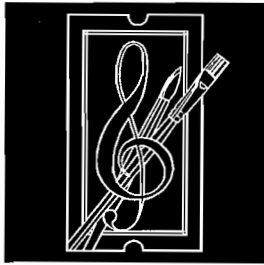
OBJECTIVE 4.1:

Retain/expand jet service at Lubbock International Airport. (see Economic Development, Objective 4.2 and Transportation, Objective 1.2)

- OBJECTIVE 4.2:** Create a centralized marketing entity for Lubbock and the region.
- OBJECTIVE 4.3:** Provide additional hotel rooms.
- OBJECTIVE 4.4:** Develop a coordinated, current regional events calendar.
- OBJECTIVE 4.5:** Capitalize on ecology/tourism opportunities.
- OBJECTIVE 4.6:** Develop an Outlet Mall.

GOAL 5: Develop the Canyon Lakes, Mackenzie Park and South Plains Fairgrounds as major recreation areas for citizens and visitors.

- OBJECTIVE 5.1:** Create a major outdoor amphitheater site.
- OBJECTIVE 5.2:** Encourage perimeter development around Canyon Lakes area.
- OBJECTIVE 5.3:** Complete development of the Canyon Lakes system.
- OBJECTIVE 5.4:** Develop a continuous roadway/pedestrian system in Canyon Lakes (grade separations).
- OBJECTIVE 5.5:** Create a Mackenzie Park/South Plains Fairground entertainment complex (equestrian center, RV park, show facilities, Lake #5).



Recreation, Parks,
Entertainment,
Cultural Affairs

GOAL 6:
Position the visual and performing arts as a vital part of Lubbock's quality of life, to establish the City as a regional center for the arts.

OBJECTIVE 6.1:

Enact a long-term commitment to public art through:

- Community policy and resources.
- Passage of an ordinance for a percent of publicly-funded capital projects designated for art.
- Incentives for community public/private development.

OBJECTIVE 6.2:

Relocate and upgrade the Fine Arts Center to provide support for visual and performance arts and artists; actively integrate community arts, and provide an appropriate community image.

OBJECTIVE 6.3:

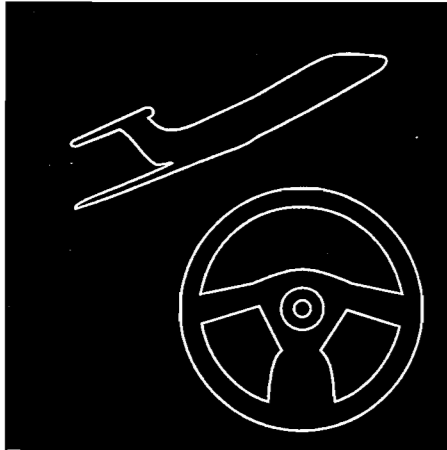
Secure a large performing arts facility which may function within a multi-purpose arena.

OBJECTIVE 6.4:

Develop and foster appreciation for the arts through educational programs focused on various age/ethnic groups.

OBJECTIVE 6.5:

Create community support systems to recognize and develop artists in the area, and provide continuing education for artists.



MISSION STATEMENT

"Evaluate, develop and recommend comprehensive urban transportation goals which result in an economically feasible transportation system that responds to business, industry and residential needs and keeps Lubbock in the mainstream of long-range transportation delivery systems."

Transportation

COMMITTEE MEMBERS

CHAIR

Shirley Christian

VICE CHAIR

John Logan

MEMBERS

Bob Greenhill

Gary Bellair

Beverly McBeath

R. K. Miller

Jack Brown

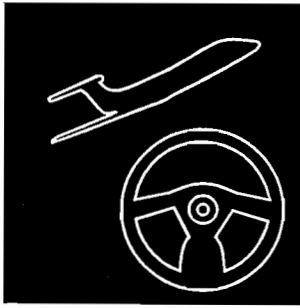
Carl Utley

Gilbert Flores

Rita Melton

Jack Bounds

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Transportation

"Transportation affects the lives of every citizen. They use at least one of many transportation facilities."

"Lubbock has 2,335 miles of streets, 1,285 miles that are between 21 to 60 years old."

INTRODUCTION

Transportation is the movement of people and goods in the safest and most economical and energy efficient manner. It is the lifeline of the economy as people and goods travel across town, intrastate, interstate and to different countries. Transportation affects the lives of every Lubbock citizen. Whether one travels internationally or walks to a local park, they use at least one of the many transportation facilities. There are a variety of ways to move people and goods including automobiles, mass transit, railways, airlines, pipelines, bicycles and through the use of pedestrian facilities.

The mission of the Goals For Lubbock "A Vision Into the 21st Century" Transportation Subcommittee was to evaluate, develop and recommend comprehensive urban transportation goals which result in an economically feasible transportation system that responds to business, industry and residential needs and keeps Lubbock in the mainstream of long-range transportation delivery systems. The transportation subcommittee formulated a wide variety of issues facing transportation based on presentations made to them by local professionals and discussion among the members. The subcommittee defined issues in the areas of aviation, street design and maintenance, transit, transportation planning, stormwater management, traffic and bicycles.

Aviation

Aviation is a vital link in connecting the Lubbock area with major metropolitan areas. Lubbock International Airport provides good facilities for commercial airlines. The facilities, combined with good flying weather and the lack of airport congestion, should make the airport very marketable with commercial airlines that would provide additional jet service to the area.

Street Design and Maintenance

The street and highway system is the main source of transportation for the citizens of Lubbock. A street and highway system should be developed to keep pace with projected population and land use. How to expand and construct new roadways while continuing a fair and equitable partnership with other governmental agencies, developers and the public is a challenge. Funding the city's share in such projects must be addressed.

Lubbock has 2,335 lane miles of city streets currently on inventory including approximately 1,285 lane miles that are between 21 and 60 years old. In order to maintain the aging street system, an adequate and consistent funding source needs to be established.

Transit

Citibus provides a service to many Lubbock citizens that have no other means of transportation. As Lubbock continues to grow, maintaining an economical and efficient public transportation system will become even more important. Federal legislation such as the American's With Disabilities Act and the Clean Air Act have made a tremendous impact on public transportation. This includes many things that impact our society from serving the disabled to aiding in congestion relief for cleaner air. Citibus should be ready to accept the challenge in the coming years and the City, working with Citibus, should continue to support the public transportation system.

Traffic Management

The street and highway system's safety and performance is managed, in part, by traffic control. Traffic control, from traffic signals to pavement markings, are important to citizen's safety. The traffic control system should be studied on an on-going basis in order to constantly improve and expand it. Technological advances should be considered to reduce traffic accidents and motorists delay while in turn, lessening fuel consumption.

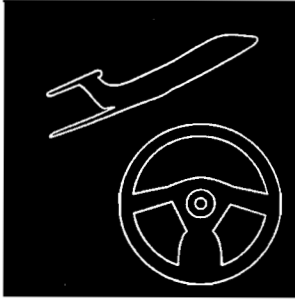
Multimodal Transportation

A comprehensive bicycle plan for Lubbock would be appropriate to determine the need for such facilities and how they should be implemented to benefit those citizens who wish to bicycle or walk for transportation or recreation.

Stormwater Management

The management of the City's stormwater system was discussed under the transportation portion of the goals document because the City's streets, for the most part, act as the stormwater drainage system. The subcommittee felt that better control of the quality and quantity of stormwater should be addressed as well as the implementation of projects that would reduce flooding in those areas of the City that are affected by the rising elevations of the playa lakes during floods.

Overall, Lubbock, in order to maintain good economic development, should continuously look for ways to better connect the City with major international and domestic markets. The expansion, improvement and funding of the transportation network should be looked at as an opportunity to aid in economic development and to offer a quality of life that City of Lubbock citizens have earned.



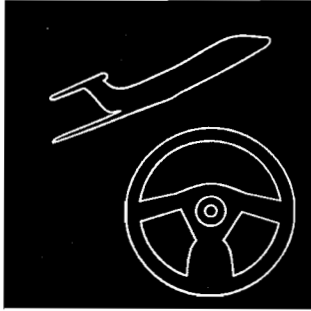
Transportation

GOAL 1: **Expand and improve the transportation system within and beyond the City of Lubbock for local, interstate and international movement of goods, services and people.**

- OBJECTIVE 1.1:** Complete the East/West Freeway and associated extensions.
- OBJECTIVE 1.2:** Improve the quality of air service by attracting carriers that provide jet service. (see Economic Development, Objective 4.2 and Recreation, Parks, Entertainment & Cultural Affairs, Objective 4.1)
- OBJECTIVE 1.3:** Seek alternative sources of funding to replace declining federal transit funds.
- OBJECTIVE 1.4:** Connect major international and domestic markets with four-lane divided highways.
- OBJECTIVE 1.5:** Establish and maintain communications between the City, County, Texas Department of Transportation and Texas Tech University for planning and coordinating transportation and economic development activities.
- OBJECTIVE 1.6:** Improve the integration of all transportation facilities to effectively transfer both people and goods within and through the Lubbock Metropolitan Area.
- OBJECTIVE 1.7:** Pursue an Outer Loop to relieve traffic congestion on local streets.
- OBJECTIVE 1.8:** Develop and implement a comprehensive bicycle plan.
- OBJECTIVE 1.9:** Enhance aesthetics of major thoroughfares. (see Land Use & Urban Design, Objective 5.1)
- OBJECTIVE 1.10:** Provide a mechanism to pave the unpaved streets and alleys in the City. (see Land Use & Urban Design, Objective 3.4)

GOAL 2: **Improve management and control of the City's Stormwater system.**

- OBJECTIVE 2.1:** Implement projects to reduce flooding. (see Utilities, Objective 4.1)
- OBJECTIVE 2.2:** Ensure water quality in the City's playa lakes and the Canyon Lakes.



Transportation

GOAL 3:
Expand and maintain safe transportation management systems that provide for efficient and effective methods of transporting goods, services and people throughout the City of Lubbock and beyond.

OBJECTIVE 3.1:

Improve the traffic signal system.

- Update the computerized traffic signal system.
- Connect all traffic signals to the computerized system.
- Re-evaluate the need to add or remove traffic signals to ensure safe and efficient vehicle and pedestrian movement.

OBJECTIVE 3.2:

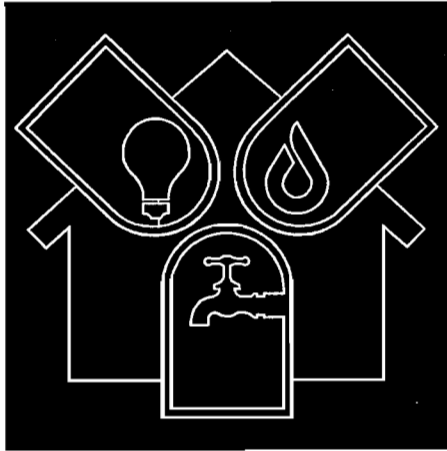
Improve traffic signage by installing more frequent and more legible signs for guidance throughout Lubbock.

GOAL 4:
Enhance the preservation and replacement of the entire transportation infrastructure.

OBJECTIVE 4.1:

Develop policies and programs for the timely reconstruction and maintenance of:

- Streets and Highways
- Transit Facilities and Vehicles
- Airport Facilities



Utilities

MISSION STATEMENT

"Evaluate, develop and recommend challenging goals to enforce the development, conservation, and management of infrastructure resources which are sensitive to the natural environment, urban growth and financial capabilities of the community."

COMMITTEE MEMBERS

CHAIR

Don Richards

VICE CHAIR

Jim Gilbreath

MEMBERS

Anthony Huggins

Jake Webb

David Sharbutt

Marjorie Kastman

Jerry Stevens

Karen Worley

Kelvin Betzen

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Utilities

"...ever-increasing regulations...serve to increase costs and alter operational methods."

"...the City of Lubbock should strive to ensure...safe and reliable services at the lowest possible price."

INTRODUCTION

The assignment of the Utilities Subcommittee specifically listed water development, wastewater collection, and solid waste management as areas to be studied and goals to be formulated. In addition, the subcommittee chose to also include electric utilities, stormwater, and telecommunications as areas to review.

The subcommittee's review process called for the City staff to make presentations for their respective areas of responsibility during a series of meetings. Major issues were identified and discussed in detail. During the review process, the major issues were put into narrative form for inclusion in a pamphlet which was placed in an issue of the Lubbock Avalanche-Journal, requesting citizen input. A tally of citizen input was provided to the subcommittee prior to a public hearing which was held at the Civic Center on November 15, 1994. Following this public hearing, the subcommittee again reviewed their list of issues and developed goal statements for submittal to the steering committee for review and subsequent publication in this booklet.

Solid Waste Management

Like many other areas, the solid waste management field is changing very rapidly, primarily because of state and federal regulations. The most important from a cost standpoint are the very stringent requirements for landfill construction which, essentially ensure that contents be forever encased, allowing absolutely no contamination of the ground water below the landfill. Also, ever-increasing regulations pertaining to the disposal of certain types of materials, along with laws and regulations mandating reductions in the amount of materials discarded in landfills, will also serve to increase costs and alter operational methods.

Currently, Lubbock's most pressing solid waste problems involve the current and proposed landfills. The city staff is now working diligently with the Texas Natural Resources Conservation Commission (TNRCC) to permit a new landfill site for the region's long-term solid waste disposal needs. The existing landfill has space remaining to allow operations only until 1998 or 1999. The new landfill will have to be permitted and made ready for use by the time the existing landfill must cease operations. The solid waste management department has resolved to make the current landfill environmentally safe and as aesthetically pleasing as possible in order to improve and maintain good relations with the community and the regulatory agencies. The staff also plans to gain public support for the new landfill site, through increased public relations and education. It must be demonstrated to all interested parties that a properly-operated landfill can be a good neighbor.

Wastewater

A wastewater utility consists of three primary elements -- collection, treatment, and disposal. Lubbock's sanitary sewer system (sewer mains and lift stations) is generally in good condition. Except for some needed facilities in areas of the City where new residential construction is underway, the present system has the capacity to handle loads far into the future. The system should remain in good condition so long as annual funding for maintenance and capital improvements are maintained in the future.

Whereas the disposal of treated wastewater is not a problem, the disposal of wastewater sludge has become an item deserving attention. The cost of disposing of sludge in the City landfill has increased very substantially the past few years. Consequently, the City entered into a contract with Texas Tech University to study the feasibility of sludge disposal at the land application site. Although a permit revision would be required, this type of disposal would be much less expensive than landfill disposal.

Water

A water utility consists of three elements -- water supply (production), treatment and distribution. Lubbock's water treatment plant is now in the final phase of a \$17 million renovation project which was necessary due to the age and condition of the plant, as well as water quality standards mandated by the Safe Drinking Water Act. Lubbock's water distribution system is in good condition and should adequately handle future needs, provided that the system is expanded into new areas and is maintained at an appropriate level. The current primary emphasis of Lubbock water utilities is to ensure an adequate future water supply for the City.

Stormwater

The stormwater utility has its roots in a playa lake/drainage study committee, appointed in 1989, which was given the assignment of looking into drainage and flooding problems. Subsequently, the U.S. Environmental Protection Agency (EPA) formulated requirements for stormwater permits, whereupon the City staff began studying the impact and costs with this new EPA rule. In May 1992, a stormwater advisory committee was appointed and given the assignment of studying and making recommendations for funding to address the City's stormwater needs. Following the work of this committee, a stormwater utility was established and an interim fee approved to fund both EPA permit requirements (water quality issues) and drainage and flooding needs (quantity issues).

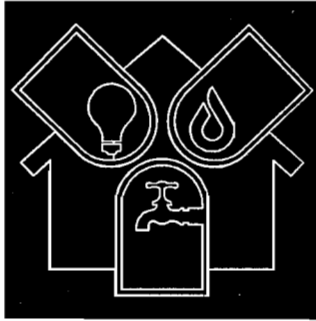
The three current main issues involving the stormwater utility are as follows: (1) obtaining the required EPA permit, (2) establishment of a permanent fee structure and billing process, and (3) implementation of flood control projects which would involve the setting of priorities. Possible flood control projects would include Quaker Avenue playa lakes in south Lubbock and Clapp Park.

General Utilities

"General utilities" refers to some general philosophical statements pertaining to all utilities, rather than a specific enterprise. Overall, the City of Lubbock should strive to ensure that residents receive safe and reliable utility services at the lowest possible price. Also, the City should be receptive to innovative ideas, such as the privatization of services, to help ensure delivery of services in a cost-effective manner.

Telecommunications

In view of the forecast of explosive growth in the telecommunication industry, the utilities subcommittee discussed what positive role the City government should play. Although the direct authority of local government over this industry is limited, it is recommended that City government provide a business climate which would provide access to the greatest number of citizens to services offered by the largest number of providers.



Utilities

GOAL 1:

Ensure that the method of solid waste disposal is the most cost-effective in accordance with approved disposal standards.

OBJECTIVE 1.1:

Construct and operate sanitary landfills in a safe and aesthetically-pleasing manner, in compliance with all applicable regulations and in coordination with surrounding communities.

OBJECTIVE 1.2:

Explore alternative disposal methods to sanitary landfills.

OBJECTIVE 1.3:

Explore alternative methods for waste disposal (oil, chemicals, grease, tree limbs, etc.) in order to eliminate current problems, in coordination with various governmental entities and with the citizens.

OBJECTIVE 1.4:

Maximize citizen participation in recycling programs.

GOAL 2:

Ensure safe, cost-effective and environmentally-sound disposal of effluent and wastewater sludge.

OBJECTIVE 2.1:

Explore alternative uses for treated effluent.

OBJECTIVE 2.2:

Provide cost-effective and environmentally-safe means of wastewater sludge disposal.

GOAL 3:

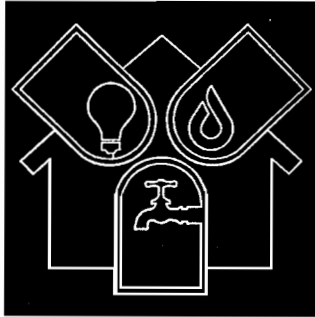
Ensure water supply alternatives which provide the most dependable and reasonable cost sources.

OBJECTIVE 3.1:

Explore various water supply alternatives, including North Panhandle Ground Water Project, in order to ensure an adequate supply of good drinking water at a reasonable cost.

OBJECTIVE 3.2:

Postpone the need for additional water supplies through added promotion of the wise and efficient use of water.



Utilities

GOAL 4:
Operate an effective stormwater utility in accordance with applicable regulations.

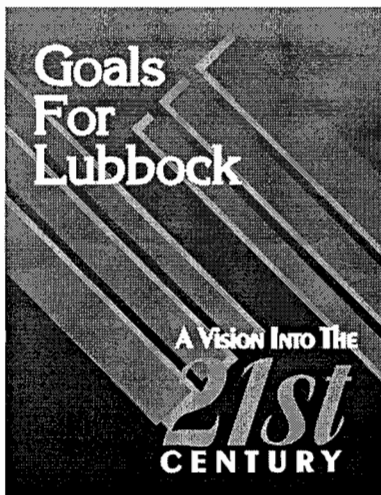
OBJECTIVE 4.1: Plan and implement a flood control program. (see Transportation, Objective 2.1)

GOAL 5:
Establish and maintain more effective guidelines and coordination among utility companies to encourage appropriate infrastructure and business development at the lowest cost.

OBJECTIVE 5.1: Ensure that the citizens of Lubbock receive safe and reliable utility services and rates at the lowest possible price.

OBJECTIVE 5.2: Solicit input and establish guidelines regarding the privatization of utilities in the interest of service and cost-effectiveness.

GOAL 6:
Ensure that City government maintains an environment which will provide access for the greatest number of citizens to telecommunications and related services offered by the widest number of service providers.



SPECIAL THANKS TO:

Lubbock City Council

David R. Langston, Mayor
Randy Neugebauer, Mayor Pro-Tem
Alex "Ty" Cooke
Victor Hernandez

Max Ince
T.J. Patterson
Windy Sitton
Bob Cass, City Manager

Lubbock County Commissioners

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