



**LUBBOCK
GOALS**
for the seventies

revised edition





LUBBOCK GOALS for the seventies

*" . . . that a Committee of 70 Lubbock Citizens be established to plan
Goals for the 70's."*

*" . . . charged with the responsibility of exploring thoroughly all possibilities
for Lubbock's benefit with all citizens and organizations"*

—Mandate from Board of Directors
Chamber of Commerce
and Board of City Development



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LUBBOCK GOALS for the seventies

Committee 70

Preface

The report you hold is an exciting vision of what our city can become during the decade of the 1970's. More important, it is a vision that can become a reality because the final goals were proposed only after a great deal of study as to their practicality by Committee 70 and an evaluation and positive response to the goals by the citizens of Lubbock. We feel that they represent a concensus of our community's concerns and hopes for the years just ahead. Section I of the report consists of the general and specific goals proposed by each subcommittee. In Section II of the report, the goals are functionally grouped by major areas of interest.

Visions become realities in only one way—through hard work. If the goals outlined are achieved, it will happen because you and I involve ourselves, our time and our talents to insure that the quality of life in Lubbock is measurably improved during this decade. Accomplishment of the goals outlined in this report will do just that. Those of us on Committee 70 trust that you will find the report as hopeful and exciting as we do and more important, that you will join with others to make the vision outlined in the report the reality of our City.

Introduction

Committee 70 was initiated in January of 1969 by the directors of the Chamber of Commerce and Board of City Development. The following is an excerpt from the document which the Board used to define the objective:

“In order to develop programs, projects and priorities to insure the orderly growth and development of Lubbock during the 1970’s, it is proposed that a Committee of 70 Lubbock citizens be established to plan, conduct research, develop and compile a comprehensive community development program for the next decade—GOALS FOR THE 70’s.

“The individuals selected to serve on this particular committee are to be chosen on the basis of their knowledge of community needs, planning ability, and ambition for Lubbock. They may or may not be members of the Chamber of Commerce or some other organized group. The ultimate goal is to assemble a group of citizens who represent a true cross section of life in Lubbock, who share a common interest in our community, and who are talented in one area or another and can contribute to the work of the committee and most of all to the community.

“The committee will be charged with the responsibility of exploring thoroughly all possibilities for Lubbock’s benefit with all citizens and organizations in at least ten areas. These ten areas are of prime concern to our community and will merit diligent exploration by the committee. There are, however, other areas which should be considered and the committee is encouraged to do so, in fact all possible areas of interest which can contribute to Lubbock’s welfare should be considered.”

To achieve that objective, the Goals program was formulated to consist of the following three Phases.

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Phase I aimed at the definition of a set of tentative goals in each of the ten areas of prime concern. By means of Subcommittees, Task Forces, Study Groups, and Questionnaires, more than a thousand of Lubbock’s citizens contributed to the formulation of the tentative goals. The work of Phase I—as well as later efforts—keyed off of the membership of the ten Subcommittees of Committee 70. The names of members of these Subcommittees appear in association with the sets of Goals for which each was responsible.

The purpose of PHASE II was to assure that every citizen of Lubbock had the chance to review the tentative Goals, to rank their relative priorities, and to make suggestions for their improvement. The subcommittees were joined—as in Phase I—by the efforts of many other citizens organized into a Speaker’s Bureau headed by Mr. Kennett Hobbs. Following a series of public meetings in which the tentative Goals were aired and discussed, the ten Subcommittees turned to the preparation of the revised statements of Goals which are reproduced in this Report. More than three thousand citizens of Lubbock have taken active roles in formulating and reviewing these Proposed Goals for Lubbock for the Seventies. We believe that the Goals in this report represent a consensus among us.

The program now enters Phase III. This is the implementation period when actions are to be taken to achieve agreed-upon Goals. It is heartening that some Goals have already been achieved, or are well along the way toward achievement. Most of the Goals remain, however, and the time has come to identify those organizations or groups within the community that are both willing and qualified to serve as coordinating agents in the achievement of the various goals. These “Action Groups” are the keys to Phase III.

Most goals will require that the responsible Action Group have the informed support of citizens throughout the community. It will be a specific responsibility of each Action Group to not only provide the special thrust toward their goal but also to provide the reasoned plans of action that will merit the confidence and support of the community as a whole.

Committee 70 will offer planning and clerical support to the

III

various Action Groups needed and will also maintain broad surveillance of activity and progress toward the goals. It should be emphasized that the information contained in this report represents a very small amount of the total data and information gathered by the ten subcommittees and task forces that have prepared the final goals. All of the information and research materials gathered by the Committee are available to those who will participate in the Action Groups having the responsibility for implementation in Phase III. The information will be kept current and may be obtained by contacting the Committee 70 office at the Lubbock Chamber of Commerce. Periodic reports will be made to the citizens of Lubbock concerning activity, problems and achievements.

Phase III is the one that counts. Success will require the continued commitment and spirited involvement of Lubbock's citizens over a period of years. Based on past performance, we believe that there is more than enough backbone among Lubbockites to make our community what we want it to become.

I.

LUBBOCK'S GOALS FOR THE 70'S

GENERAL AND SPECIFIC GOALS



AGRICULTURE

ED WILKES Chairman
Dr Wayland Bennett, Earl Ince,
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AGRICULTURE

COMMITTEE 70

INTRODUCTION

The dominant single fact of Lubbock's past and future is the ten million acres of rich irrigable land in the Lubbock trade territory. This area now produces 40% of the agricultural output of West Texas; 20% of the agricultural output of the entire State. Over the past two decades, the dollar value of our agricultural production has grown twice as fast as for Texas as a whole. In 1968, the farms and ranches in the Lubbock trade territory produced more than 500 million dollars worth of products.

The economy of Lubbock itself is tied closely to the agricultural output of the Lubbock trade area. One job out of ten in Lubbock is directly in agriculture; three out of ten depend upon agriculture. Our businesses serve the technical needs of agriculture and the domestic needs of farm families throughout the area. Some of these needs are served directly; others are served indirectly by Lubbock as the warehousing, distribution, and service center that supports local suppliers throughout the area. Twenty-four per cent of personal income in Lubbock depends upon trade.

EVALUATION

There are problems.

Our growth in cotton, cattle, and grain has depended upon rich flat land and upon irrigation water. With continued good management, the land is a constant natural resource. Water is the problem. Underground water is being depleted. Where available, irrigation water can make a difference of 100% to 200%—or even more—in crop yield. The conservation and economic importation of water are vital to the continued agricultural productivity of this region—and therefore to the economy of Lubbock—in the years ahead.

The first skirmish on the importation of water was lost in a recent statewide vote. That result cannot—and will not—settle the matter. The economic necessity of implementing the Texas Water Plan—or an equivalent—is inescapable, and that fact will in time become evident to a majority of Texas voters.

The Texas Water Plan—the need to import water—is not an agricultural problem alone. Industrial and domestic shortages must

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be dealt with during the same general time frame. It is important that we do the best we can to assure a successful second vote on the Texas Water Plan and that we continue to prepare local and regional plans so that no more time is lost than necessary after statewide approval is obtained.

A clear majority in our area favored the importation of water. But the extent of the majority was disappointing. That so many people voted against the best interests of the area—and their own personal best interests—suggests that the facts were not communicated well enough to overcome preconceived biases.

Cotton is another problem. Cotton profits are under strong pressure, due to changes in the free market as well as changes in national farm programs. We face a buyer's market in cotton. At the same time, a broad re-examination of farm policy is being made at the national level. Agricultural policy is necessarily only a part of the total set of domestic and foreign problems, and all indications are that major changes in farm programs will be made. At least in the short-run, the effect of the new policy on cotton will probably be negative.

There are opportunities.

Shifts in conditions of supply and demand are normal facts of economic life. Although cotton is still our largest single product, the mix of agricultural output in the Lubbock trade territory has continued to change during the past 5 years. Soybeans and corn are of more interest now. Our production of grain sorghum has increased significantly. Growth in beef production has been nothing less than dramatic.

Feedlot operations on the Plains have increased at the startling rate of 40% per year over the past three years. The end of the growth is not yet in sight. Although beef has been a product of the Plains for many decades, the current size and rate of growth of beef production make it a major new industry for the area.

The side effects are also extremely significant. Before the cattle industry began to boom, the producer of grain sorghum depended almost entirely on sorghum-using industries on the West Coast, on the East Coast, and in some foreign markets. Freight rates and foreign competition had depressed prices to the point where sorghum production was only marginally profitable. The situation has now changed. Feeding operations have played a major role in restoring the profitability of milo production.

The roots of this new beef industry are deeper than the growth statistics might suggest. The stage was set by research on animals, nutrition, feedlot operations, and economics over a much longer period. As the opportunity became clearer, promotion was started to assure that the opportunity was seized. Texas Tech played a major role—together with other organizations and individuals—in helping to start and promote this impressive area expansion of beef production.

A similar rate of growth is now expected for pork and poultry production. Indeed, the expansion is already underway. It is worth emphasis that feeding operations are attractive for this area because we have the land and water to grow feed. These are the basics.

The future scale of animal production opens up new opportunities for the processing of meat and animal by-products. Well before the end of the 1970's, we could be turning out two to five *billion* pounds of animals a year from feeding operations in the Lubbock trade area. With this scale of basic production, it becomes extremely attractive to establish industrial processing operations not only for slaughtering, breaking, and canning but also for tanning, pharmaceuticals, and other industries that depend upon animal by-products for their raw materials. It is in fact already attractive to expand our processing along these lines.

Raw materials typically go through many stages of processing or manufacturing before they are in finished products ready for the consumer. Each stage of processing adds value to the raw or semi-finished products which are used as input materials for that stage. Extending one's operations to do more of the total job of production—from raw material to finished product—is called by economists "vertical integration."

Vertical integration, based upon basic agricultural products, is the brightest prospect for rapid and sound industrial growth in the Lubbock trade area.

Economic analysis shows that a dollar's worth of raw cotton fiber is increased to a value of \$6.67 by spinning, weaving, sizing, sewing, and other operations that are necessary to make it into a consumer product. At present we earn an average of \$1.12 of this \$6.67—or 12 cents out of the \$5.67 of processing—before the cotton leaves our area.

Because of our local oil mills, we earn \$1.61 out of a possible

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\$3.85—61 cents out of \$2.85 worth of processing—toward the production of cooking oils from cottonseed.

Conversion of a beef animal to consumer meat expands the basic dollar to \$1.59. A dollar's worth of animal by-products, on the other hand, may expand to \$20. or more before reaching the consumer.

There are similar sets of figures for each of the basic farm products from our area. In each case there is a sizable gap between the value we now add and the value that could be added.

Sound research should go hand-in-hand with the expansion of agricultural processing. A significant amount of processing research is already underway, but selective increases will be necessary to support any chosen priorities for vertical integration. Research—basic research as well as applied research—is of absolutely fundamental importance as a partner in solving problems and opening up new opportunities in all phases of agriculture. This fact has been demonstrated repeatedly.

The problems and opportunities of the cotton industry are even now objects of intensive and increasing area research efforts. Production research continues in several area organizations, including both South Plains Research and Texas Tech. The Ginning Research Laboratory is well underway on problems related to the first step in the processing of cotton. The latest expansion of cotton-related research is the Textile Research Center at Texas Tech, which is equipped for a broad range of pilot scale fiber processing research and development, all the way to the production of fabrics. One possible result of their research could be the development of textiles having entirely new properties that could expand the national demand for cotton and other natural fibers.

Profitable income is a result of effective marketing as well as efficient production. New products require the co-development of appropriate marketing operations. Lubbock should assist—in fact promote—the development of marketing activity to support agricultural diversification and industrial processing of agricultural raw materials. Even for established products, Lubbock has a continuing stake in the creation and maintenance of area product standards, and a stake in the promotion of all of the quality products from this area.

With new facilities for holding large meetings, Lubbock could become a regional center for technical meetings, conventions, and trade shows, and seminars associated with agriculture. We have a

remarkable set of advantages that have not yet been put together to capitalize on the opportunity to attract many tens of thousands of people to Lubbock each year to attend such gatherings. We are surrounded by agricultural production. Its variety is increasing. We are a center for research and we are continuing to expand these activities. We will almost certainly be growing into diversified agricultural processing and manufacturing. We have most of the key ingredients. We just need to decide to make it happen, and then take action to provide the facilities and community attractions to support that decision.

CONCLUSIONS

Agriculture is basic to Lubbock's economy. Both problems and opportunities exist. Water—for irrigation and for industrial processing—is vital to our future. Growth of meat production is already more rapid in our region than anywhere else in the world. Vertical integration, starting with the basic farm products of our area, is a major opportunity for industrial growth in Lubbock.

The world's supply of fiber—including synthetic as well as natural fiber—is comparatively adequate. Conversely, the world's shortage of food is great and growing worse. An orderly replacement of some fiber production by food production appears to be clearly indicated for world agriculture.

It can be argued that our area should seek an even larger role in cotton which will become more profitable when the less-efficient producers in other geographic areas drop out. Although we cannot by our opinions dictate facts, that argument might indeed prove to be right. But diversification into profitable production of food without running pell-mell away from cotton—appears to be the best strategy for area agriculture.

Lubbock cannot determine the choices that will be made by area producers, but Lubbock citizens can and should be interested and should seek to influence actions that will have such profound effects on their own economic welfare. **Currently, Lubbock citizens tend to be under-informed—even misinformed—and under-involved with vital agricultural issues.**

The proposed General Goal for Agriculture appears on the next page. Specific Goals are proposed on the pages following the General Goal

AGRICULTURE

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GENERAL GOAL

**GENERAL
GOAL**

Create and optimize opportunities for increasing agricultural income in the Lubbock trade area, and for increasing the value added to agricultural products by Lubbock. The percentage rate of growth of the Gross National Product is the base line from which real achievements of increases in agricultural income and in value added to agricultural products should be measured.

AGRICULTURE

COMMITTEE 70

SPECIFIC GOALS

**SPECIFIC
GOALS**

1. **Continue to provide aggressive and creative support for the importation of irrigation water to Texas in general and to the High Plains in particular.**

Supplemental water is the basic necessity for the continued health and growth of our agricultural production and processing. Conservation of water is of major importance, but it will not be enough for the long run.

2. **Increase the degree of vertical integration achieved in agricultural production through increased processing in Lubbock of the basic agricultural commodities of the Plains.**

For most agricultural products, there are even more dollars in processing than in producing raw materials. We produce the raw materials. Let's also do more of the processing.

3. **Work for improvement, reduction and controlling of all aspects of Environmental Pollution associated with agriculture and agriculturally related industries.**

Future development of the total agricultural complex must be accomplished within the general goal of protecting and improving the ecology of the area. Committees composed of individuals and industries associated with the agricultural complex should be established and empowered with the authority to establish guidelines and procedures that will protect and improve the environment.

4. **Establish Lubbock as the regional center in the Southwest**

and Central United States for agriculture-related events involving the people, the products, the equipment, the supplies, and the technological know-how that together constitute the food and natural fiber industries.

This is a natural opportunity. We will need the will to seize the opportunity, and we need facilities.

5. **Create and maintain a climate of public understanding and enlightened self-interest that will enable Lubbock to take aggressive and timely steps to optimize its opportunities in agriculture-related activities.**

The problems and opportunities of agriculture are absolutely vital to the economy of Lubbock. It is important that we understand them, so that we can work together to do what needs to be done, and do it at the time it needs to be done.

6. **Establish effective ways for Lubbock to evaluate, to influence, and to assure support of agricultural research programs of special interest to Plains agriculture.**

Research is a powerful tool in shaping the future. We should assure that this tool is working for us in all critical areas.

7. **Assure the development of systems to provide a continual flow of timely, accurate, and relevant statistics on the status and activities of agriculture and agribusiness in the Lubbock trade area.**

Reliable data and information are necessary to good decisions. Hip pocket statistics are not good enough. This information is important to everyone and should be collected centrally, verified for accuracy, and shared broadly.

8. **Establish a more active role for the Lubbock Chamber of Commerce/Board of City Development within—and in association with—local and regional agricultural and agribusiness organizations.**

More interplay is needed between agricultural organizations and components of the Lubbock economy. The LCC/BCD is in a pivotal position to act as a catalyst.



CITIZENS CONTRIBUTION AND INVOLVEMENT

T. J. PATTERSON, Chairman

Roy D. Anderson, Harold M. Chatman,

Naftali De Leon, Jack Ellis,

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CITIZENS CONTRIBUTION AND INVOLVEMENT

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Broad and constructive involvement of its citizens is both a cause and a result of a properly functioning community.

By this standard the Lubbock community is not functioning well. Lack of involvement in the processes of government is statistically obvious. Economic and social problems of the community have failed in recent years to attract broad, unified, persistent action. Whether Lubbock is as good or better in these respects than other communities of comparable size is irrelevant. That Lubbock is less than it can and should become is the central issue.

Problems—and their solutions—depend upon attitudes. For many citizens, the growth of Lubbock has been accompanied by a loss in their ability to identify with the community. Lubbock has for them become a larger cluster of smaller groups. The mechanisms that provided the unity and the effort necessary to build a sizeable city on these open plains seem to have lost something in effectiveness.

Group self-interests and inter-group differences attract too much energy; common interests and common goals too little. Controversies in recent years have withdrawn disproportionately from the balance of goodwill and cooperation built up within the community. Differences of opinion have not been the problem. Diversity of viewpoint has always characterized the people of Lubbock from the time of its founding; we consider this to be a positive good. The problem has been a weakened desire, or a lessened ability, to make practical compromises on the matter at hand while, at the same time, strengthening the ability to resolve future issues.

There are important and notable exceptions to these generalizations. And it is a vitally significant fact that there is a widespread individual desire for more meaningful involvement in a unified Lubbock community. As far as can be told from replies to Committee 70 questionnaires, this desire crosses all group boundaries. It is a truly common desire.

But the current trends continue toward further retrenchment in outlook—toward the narrowing of group interests and the strengthening of divisions within the community—apparently because of a continuing lack of visible alternatives. It is important—urgent—that new mechanisms be developed that will restore a sense of direct in-

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dividual influence on the governmental, economic, and social systems of the community.

A city that is in part a collection of public and private property, but the vital processes that continually renew the city and make it a better place—or allow it to decline and fester—depend only upon the people in it. The purpose and will of a city are inseparable from the purposes and wills of the individuals who comprise it.

The following excerpt strikes at the heart of the matter in regard to the sociological motivation and the will of mankind.

Man is a “wanting” being—as soon as one of his needs is satisfied, another appears in its place. This process is unending. It continues from birth to death. Man continuously puts forth effort—works, if you please—to try to satisfy the needs that are important to him at the time.

Human needs are organized in a series of levels—a hierarchy of importance. At the lowest level, but preeminent in importance when thwarted, are the physiological needs. Man *does* tend to live for bread alone, when there is not enough bread. A similar statement is true for the other physiological needs—for rest, exercise, protection from the elements, relief from pain.

But when a man eats regularly and adequately, and is not threatened by the possible loss of food, hunger ceases to be an important need. A satisfied need is not a motivator of behavior! This is a fact of profound significance that is unrecognized and is therefore ignored in most approaches to questions of motivation. An example will make the point. Consider your own need for air. It is your “most important” need in the sense that you must take in fresh air frequently. But except as you are deprived of it, or its loss is threatened, it has no appreciable motivating effect on your behavior.

When man’s physiological needs are satisfied and reasonably assured, his social needs become important motivators of his behavior. These are such needs as those of belonging, for association, for giving and receiving friendship and love.

Above the social needs—in the sense that they do not usually become motivators until lower needs are reasonably satisfied—are the needs of perhaps the greatest significance to man as an individual being. They are the egoistic needs, and they are of two kinds:

1. Those that relate to one’s *self-esteem*:
needs for self-respect and self confidence, for autonomy, for achievement, for competence, for understanding.
2. Those that relate to the *esteem of others*:
needs for status, for recognition, for appreciation, for the deserved respect of one’s fellows.

Unlike the lower needs, these are rarely satisfied; man seeks indefinitely for more satisfaction of these needs once they have become important to him. However, they do not usually appear in a significant way until physiological and social needs are reasonably satisfied. Exceptions occur in circumstances where, in addition to deprivation of physiological needs, human dignity is trampled upon. Political revolutions often grow out of the thwarting of social and ego needs in addition to physiological needs.

The individual citizen is the key to understanding the complex of interactions that make a city outstanding or relegate it to mediocrity. Each individual interacts with the community in a great variety of ways, and his effectiveness in dealing with any one area of community life affects his attitude, his motivation, and his ability in dealing with other areas. This is the central fact of cause-and-effect in a community. The solution of problems in one area can have large and “unexpected” impacts in other areas that are unrelated except that the same individuals are involved.

Poverty is the most likely single negative influence on the life of the community as a whole. Approximately 20% of the families in Lubbock face the fact of poverty each day. Others approach that level. That this fact has profound effect on their involvement and motivation in other areas can hardly be debatable.

The groups with the highest incidence of poverty are the aged, the Mexican-Americans, the Negroes, and the poorly-educated people in all ethnic groups. In absolute numbers, more than half of the poor are white. In percentages, more than 40% of the non-white population live in poverty.

A major cause of poverty among people of working age is the lack of education and training in needed skills. This is a universal characteristic of the poor, and it has a strong tendency toward self-perpetuation. In spite of the evidence, children fail to see the need for education. With their backs to the wall, the families often encourage dropping out of school to take unskilled jobs that will bring in needed money. Day-to-day living is enough of a problem in itself; long-range plans just do not appear feasible.

For many—although not for all of these people—prejudice is a second fact of life to be faced each day. Without a belief that they will have equal opportunity, there is an additional reason or excuse for not risking a small but sure income in the hope of improving their situation. When living close to the limit, this looms as a very large risk indeed.

Citizens Contribution and Involvement

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The need for education and training is not restricted to young people. In a society such as ours the need for continual education and training is common. Shortages of skills change. Acquired skills become obsolete. As short a time as 30 years ago it would have been reasonable for an individual to look upon education and training as a one-time thing, something achieved as a youngster that would be adequate for life. The judgment would have been wrong, but reasonable. Today that conclusion is not even reasonable.

For a variety of reasons, including both inadequate prior education and changing needs, Lubbock has people who are not contributing enough to the community to earn a needed income. We have vacant positions, and we have underemployed people; an obvious need in Lubbock is for the kinds of training facilities, personnel, and programs that will reduce the mismatch between abilities and jobs.

Some of our citizens will always be caught in situations that require special help beyond the ability of the family unit—the traditional buffer in American life—to give. People whose ages are outside the range for normal work are always susceptible to such difficulties. Health problems hit even those within the working ages. Bad personal decisions can lead to circumstances that require temporary help to restore—or to prevent the ruining of—contributing lives. Lending this help where needed—without creating an avoidable dependence upon it, and with a minimum cost in human dignity—is the challenge .

Participation in the process of self-government is an important index to the attitudes of citizens toward community improvement. A poor public voting record can indicate satisfaction with the way things are going; but it can also indicate that continuing deep-seated problems have produced a lack of confidence that anything will be done about the problems regardless of the outcome of elections.

Not all problems have political solutions, but for problems that should be settled on a political basis it is vital that the individual feel that he is afforded as much influence as he is entitled to. There are strong indications that many citizens favor modifications in the nominating-and-voting-at-large system to increase the probability of proportional representation of all the people of Lubbock in the processes and agencies of self-government.

Whether the future in Lubbock can outshine any selected high-point of its past depends only upon our ability to involve ourselves

in making it happen. Division, conflict, fear, indifference, and apathy are dead weight. The non-contributors can become contributors; the noninvolved can become involved. Those who are now contributors and those who are now involved hold the key to constructive action.

CITIZENS CONTRIBUTION AND INVOLVEMENT

COMMITTEE 70

GENERAL GOAL

**GENERAL
GOAL**

For all families of the Lubbock Community:

Opportunities for participation and contribution to the economy and culture of the community;

Capabilities for contribution to the economy and culture of the community:

Involvement in the economic, social, and cultural life of the community and an *active commitment* to building its future.

CITIZENS CONTRIBUTION AND INVOLVEMENT

COMMITTEE 70

SPECIFIC GOALS

**SPECIFIC
GOALS**

- 1. Develop mechanisms that will motivate and enable all citizens to become and to feel directly involved in the governmental and civic processes of Lubbock.**

Involvement is the key. An assortment of approaches will be required.

Voter registration *and* participation is a recommended sub-goal for the community as a whole. Establishment of a regular series of "Town Hall" meetings at all Junior High Schools to help communications is also recommended as a sub-goal.

For some groups—especially the so-called minority groups—representation on the councils and boards of government by members of their own groups would help to motivate involvement. Election of city and school board representatives by districts is also sought by some of these citizens.

- 2. Assure the prompt start and continuing development of vocational education and training capabilities to assist in the need to update individual skills to match jobs.**

Involvement of citizens in the economic sector of the community is fundamental. Underemployment and unfilled jobs should be made to cancel each other.

- 3. Make equal opportunity a fact of life in Lubbock.**

These words must be made meaningful by action. The facts as experienced by those seeking opportunity need

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to coincide more closely with the public statements sometimes issued by organizations.

4. **Make the processes of government more understandable and more available to the citizens.**

Involvement in a self-governing society depends critically upon government's being "of the people, by the people, and for the people." The feeling of distance between government and citizens needs to be reduced.

5. **On a community-wide basis, consolidate and maintain a continual review of the general welfare needs of Lubbock citizens, and of the actions taken to meet these needs.**
6. **Enable high school, college and university students to participate in the city's civic, cultural and governmental affairs to insure the development of programs to meet their needs and increase their understanding of the community and their role in its future.**

This goal resulted primarily from comments and suggestions from the public meetings held in Phase II of the program. As our young people represent the real future of our community they must be given appropriate opportunity to participate meaningfully in the civic and cultural life of our city. It is thus important—not just to them—but to all of us, that ways be set up for them to contribute and learn through personal involvement in the community's affairs.



CULTURAL ACTIVITIES

MRS. CHARLES E. MAEDGEN, JR., Chairman

Mrs. W. C. Holden, O. Brandon Hull, M.D.,

Dr. Lorrin G. Kennamer, Jr.,

Mrs. John F. Lott, Reg R. Martin

CULTURAL ACTIVITIES

COMMITTEE 70

The extent of cultural activity is the quality that most often sets the outstanding cities apart from the ordinary ones. Undercurrents of drama, dance, music, art, architecture, history, philosophy, heritage and literature lend a quiet excitement to these cities and a deeper satisfaction to more of the lives within them. They are not then merely places of residence—they are places where people live. Lubbock has more than an apologetic foothold along this road, but much of our potential remains unrealized.

Among emerging cities, those with the fastest growth rates and those considered most desirable as places to live, tend to be the same ones which evidence a keen interest in cultural activities and facilities. Whether such interest triggers growth or simply mirrors the vitality and enthusiasm of a city's people is of little moment. The significant point is that growth and cultural development are partners in setting the quality and tone of desirable urban life.

Lubbock is a multi-cultured city. It has the nucleus for exposing its citizens to a broad range of the best of the visual and performing arts, literature, heritage and beauty of environment. Its challenge is to utilize its cultural resources to bring about closer union among all its people, to make living here more enjoyable and desirable, and to focus favorable outside attention on the city.

The nation's business community has shown a marked tendency to cluster branch plants and offices around cities which offer the finest array of cultural facilities and most varied cultural activities. This is particularly true of the highly technical and professionally oriented industries which also might be attracted to Lubbock because of the special benefits available to them through the existence of Texas Tech University. Viewed in this light, the strengthening of Lubbock's emphasis on a vigorous cultural program becomes both a benefit to all its people and a catalyst for its economic development.

We urge a true partnership between the economic and cultural forces within Lubbock as a means of simultaneously improving our environment while encouraging the city's growth and development. As has been said, "The city itself should be our greatest work of art." For Lubbock, this is an achievement for which time is fast running out.

Inasmuch as the quality of life of an entire citizenry can be

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affected by the quality of its surroundings, we believe that beauty of environment is a subtle but all-pervasive influence in the cultural atmosphere of any city. An area such as Lubbock without great natural interest or beauty must create its own. Its citizens must aggressively begin to control, direct and plan with imagination, taste and selflessness if they are to have a city which is designed for beauty and functional fitness.

Since poor quality of design, unsightly exterior appearances and inappropriate use of property within the city adversely affects the desirability and stability of property values, there is an urgent economic as well as aesthetic need for controlled urban design.

A beginning toward this goal for Lubbock can be made—as it has been done successfully in such cities as Seattle, Minneapolis and Binghamton, N. Y. — through creation by the City Council of a commission which would set forth standards and review all construction undertaken by the city. This commission should have on it representatives from the fields of architecture, engineering, landscaping and art plus persons who, by training, experience, and interest are qualified to carry out the duties of Commissioner of Architecture and Urban Design.

This Commission should be created as quickly as possible so that it can begin to function in the planning of projects already underway to restore tornado-devastated Lubbock. Hopefully, this would be the beginning of a continuing body which would spearhead the designing of a more beautiful and liveable city for the future.

Of equal importance to residents of all ages and backgrounds is the convenient availability and encouraged use of outstanding library facilities. The first step in this direction already has been taken with the voting of bonds for a new central City-County Library as part of the Memorial Civic Center project.

However, since the amount voted was insufficient to staff and equip adequately this new building, every avenue for additional funding must be explored. The architectural quality of the building itself must not be compromised in a short-sighted economy move for which the city and area will suffer in the future. Also, it ultimately must be equipped with all the resources which a modern full-service public library affords and which Lubbock never has had.

In addition to a fine central facility, Lubbock must provide branch libraries. It is the only city of its size in the United States without a branch library system. Professional studies indicate that four small

but adequately equipped branches are needed in the east, west, north and south-southwest sectors of the city to afford family groups and general readers convenient local service. Planning for the future must take into consideration how inadequate our present system has been and what gigantic steps have to be made even to come abreast of the '70s in this important cultural and educational area.

We further strongly recommend that, as the centrally located Memorial Civic Center and Library are built, as many cultural facilities as possible be grouped in the same vicinity. There is a natural tendency on the part of some organizations to feel their individual facility should be located in relation to the people who are now involved in that particular activity. We feel that such isolated locations dotted about the city would do little to attract people from all areas and would tend to perpetuate the gulf that divides some of our people from others.

The central location chosen for the Memorial Center and Library, however, offers Lubbock a unique opportunity to develop a magnetic attraction that will help reunite our citizenry. Readily accessible from every part of the city, the Memorial Center area offers mutually available and ample parking for all organizations, common security and lighting, coordination of architecture and landscaping, and the possibility of financial savings in developing permanent new headquarters.

In addition to benefitting both the city and the organizations involved, the attachment of cultural activities to the civic complex will provide delegates to conventions and the like a ready accessibility to plays, musical presentations, sculpture and art shows and other attractive cultural events. In this way, the civic complex will involve a broader cross-section of the city in each activity, thus promoting civic unity, while simultaneously making Lubbock more attractive as a convention and trade show city.

This, again, will reflect a true partnership between the economic and cultural interests of the city.

While taking these steps for immediate benefits, we must remember that our most realistic hopes for the future cultural life of the community reside in the education of our youth. Children from all backgrounds will be better prepared to enter the mainstream of America's society if they are given an opportunity to understand and enjoy the full scope of its cultural and artistic resources.

Thus, an organized program for the study and understanding of and appreciation for the arts at all grade levels in the public schools is of critical importance. By employing a Coordinator for the Arts, the school system could open new doors of awareness and opportunity to children from every ethnic and socio-economic background.

A fulltime professional Coordinator, besides initiating a complete arts program from kindergarten through high school, also could work with Lubbock's cultural groups to make available a richer and broader arts experience to all students.

Because we are a multi-cultured city, the unique contributions of each major group represented should be given appropriate recognition in the cultural activities of Lubbock and in the public facilities which are being planned and built. A gap in communications between ethnic groups can be bridged at least partially if all are involved together in our cultural organizations.

All the organizations in this study showed genuine interest and concern in encouraging involvement of every neighborhood and group of people. The Museum expressed a need for multi-language equipment to explain its displays to visitors. The Dance Theatre at Texas Tech would like to arrange scholarships whenever possible and is willing to send teams of students to teach at community houses. The Drama Department has shown a serious interest in starting a bilingual theater which would offer live theater in Mexican-American neighborhoods.

The Lubbock Christian College Drama Department is eager to increase participation of Negro students in its program. Community Concerts has suggested inviting groups of disadvantaged children to its concerts, as has the Lubbock Symphony. The Theatre Centre wants Negroes and Mexican-Americans both as participants and as audience.

There is a definite need for leadership to move this existing spirit into more productive channels. This leadership can be accomplished through strengthening and expanding the Lubbock Cultural Affairs Council by hiring a highly qualified professional person to coordinate and correlate activities that overlap or complement each other.

It is recommended that the Chamber of Commerce-Board of City Development, the City of Lubbock, Lubbock County and the South Plains Association of Governments jointly contribute to the budget of this council.

A strong Cultural Affairs Council with an Executive Director

could help all the separate organizations make more effective and economic use of their existing programs in the education of youth. Working through the various organizations, including the development of an arts program within the Memorial Civic Center, the Executive Director could:

A. Encourage children of all cultures to take advantage of special ticket offers that are being made and which will be expanded.

B. Provide an opportunity for the talented youth of all cultures to have their talent recognized by utilizing it with the appropriate organizations.

C. Encourage the various cultural organizations of Lubbock to seek opportunities to show the variety of contributions to the Arts by different cultural and ethnic groups.

Adequate facilities, of course, are a pre-requisite for any meaningful expansion of cultural activities in Lubbock. In addition to the Memorial Civic Center complex, bonds also have been approved for a series of lakes along Yellowhouse Canyon.

Cultural opportunities afforded by these lakes will be unlimited. By providing a distinctive and exciting setting for leisure time activities, the lakes will make Lubbock unique among Southwestern cities. Summer musicals, sidewalk art shows, outdoor workshops, band concerts, drama and dance presentations are but a few of the possibilities. These should involve and emphasize the heritage and the ethnic-related cultures of Lubbock.

Such a waterway can provide an environmental beauty for the citizens of this semi-arid area hitherto unimagined—and tourist attractiveness will be greatly enhanced. Properly coordinated through theme and promotion, the Memorial Center, Canyon Lakes, Museum, Ranch Headquarters and other attractions can become a tremendous economic and environmental asset to Lubbock.

Of singular significance in this connection is the proposed development of the archaeological and historic site surrounding the old Lubbock Lakes at the intersection of Loop 289 and the Clovis Road. This site should be developed to preserve our heritage in the manner befitting its importance.

One of the most revealing archaeological finds in the United States, the site clearly shows in cross-section, geological bandings which reveal a chronological record of human habitation on the South Plains from

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the elephant hunters 20,000 years ago to old man Singer's store. At no other place in the New World north of Mexico, as now known, is such a complete chronological record to be found.

Not only is the site archaeologically important. It also has great historical significance. It was clearly labeled on the maps of the Spanish Conquistadores. The early Buffalo Hunters fought Indians on the exact spot. Some of this area's earliest settlers camped and lived there.

The unique archaeological, historical and educational value of this site has been neglected far too long. It would be most appropriate for this showcase of our cultural heritage to be developed in connection with plans to observe our nation's 200th birthday in 1976.

CULTURAL ACTIVITIES

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GENERAL GOAL

**GENERAL
GOAL**

To broaden the base of citizen involvement, particularly including the youth of the community, in the cultural life of Lubbock. To achieve representation and cooperation among all cultural and ethnic groups, especially educational agencies, in providing exposure of an ever-increasing number of citizens to the best of the visual and performing arts, to the history of the area, and to a general awareness of the need for beauty of environment.

SPECIFIC GOALS

SPECIFIC GOALS

1. Creation of a Commission on Architecture and Urban Design by the City Council.

The lack of coordinated and controlled urban design can affect adversely not only the economic progress of a city but the quality of life itself. The aftermath of the May 11th tornado should mark the beginning of an Urban Design Commission which would not only assist in the redesigning of devastated Lubbock, but would continue to function on into the future in the planning of a more beautiful and liveable city as a whole.

2. Improve City-County Library services.

A fully staffed and equipped main library (\$1,200,000 already voted in bonds will go only for construction of the building), and development of four branch libraries are essential if services are to be available to and utilized by more residents in all parts of the city.

3. Group as many cultural facilities as possible around the Memorial Civic Center now and during future phases of construction.

A jointly used central complex will involve a broader cross-section of the city in each activity and promote unity among our citizenry. Convenient availability of a variety of entertainment would stimulate convention interest.

4. Employ a Coordinator for the arts programs in the Lubbock public schools, and develop a program in the arts beginning with kindergarten and preschool.

An organized program for the appreciation of the arts

at all grade levels will better prepare children from all backgrounds to enter the mainstream of adult life.

5. **Recognize the contribution of each major ethnic group to our cultural heritage and seek out qualified representatives to participate in the various cultural organizations.**

Lubbock's cultural activities and facilities should be utilized to bridge the communications gap and draw our people closer together.

6. **Employ an outstanding executive director for the Lubbock Cultural Affairs Council, or a Director of the Arts at the Memorial Civic Center who could serve also as a co-ordinator for the arts in Lubbock.**

Coordination of activities among all visual and performing arts groups, the museum, the library, and the schools will help each undertaking to have more impact and to reach more people.

7. **Provide facilities for cultural activities along the Yellow-house Canyon Lakes project.**

Summer musicals, sidewalk art shows, drama and dance presentations in this unique and attractive setting would add enormously to the quality of life in Lubbock.

8. **Develop the spectacular archaeological and historic site surrounding the ancient Lubbock Lakes at the intersection of Loop 289 and the Clovis Road.**

This is one of the most significant archaeological sites in the United States, and should be developed to preserve our heritage in the manner befitting its importance.



ECONOMY OF THE CITY

ROBERT L. SNYDER, Chairman

Ken Flagg, James R. Hall, Jimmy R. Price,
Dr. Billy I. Ross, William H. "Bill" Tinney,

A. C. Verner, A. B. Watkins

ECONOMY OF THE CITY

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The economy of Lubbock is trade—and agriculture—and education—and manufacturing—and government—and transportation—and medical service. And much more.

Questions of economy are questions of production, consumption, and investment. The productivity of an economy is the key. The value of the goods and services that are produced by an economy is subsequently split between consumption and savings. Through the institutions of finance, savings are channeled into investments which—when wisely made—enable further increases in productivity. Consumption provides current satisfaction; savings and investment increase future production. But production—actual or expected—is the true center of economic issues.

Production of goods and services is necessarily much more specialized than consumption. We can consume whatever appeals to us that we can pay for. We must produce in the long run only where we have competitive advantages, i.e. where there is a demand for goods or services that we can satisfy better or at less cost than others can do so. Our present economy is the result of having found in the past some of the areas in which we could be competitive.

Conditions are changing. Flexibility in adapting our production activities to suit new conditions is vital. But whatever the future, we start from where we are. A brief summary of status and trends in some of the major segments of Lubbock's present economy will help to develop an approach toward proposing goals for the 1970's.

TRADE

Trade is the largest single segment of the Lubbock economy. It accounts for about *28% of the employment* and *24% of the personal income* earned in Lubbock.*

As is the case for most cities, trade has been a dominant function of the City from the time of its founding. From a beginning in retail trade, Lubbock's wholesale trade increased significantly, and has paralleled or exceeded the growth rate in retail sales for more than a decade. We are now geared to serve customers for a great and grow-

* Economic statistics based upon a special report prepared by Dr. Vernon T. Clover, assisted by W. Thomas Utter.

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ing variety of goods and services at both a wholesale and a retail level.

Although the largest single source of trade income is internal to the Lubbock economy itself, an important fraction of our trade involves the people living in more than 30 counties in the South Plains of Texas and in Eastern New Mexico. The economic health of this entire trade territory is important to the economic health of Lubbock.

As the general economy of Lubbock has grown in the past decade, the percentage due to both wholesale and retail trade has remained essentially constant. Wholesale trade has increased; retail trade has decreased as a percentage of the total economy. Total trade has increased at about the same rate as the economy as a whole.

GOVERNMENT

Government operations account for approximately *19% of employment and 19% of the personal income* earned in Lubbock. With the growth of Texas Tech University, Reese Air Force Base, and certain other Federal, State, County, and City government operations, the percentage contribution of government operations to the Lubbock economy has increased in five years from 14% to the present 19%. This growth has levelled off in the last two years.

Texas Tech is by far our largest single in-city industry on the basis of budget alone. Not reflected in this fact is the added economic impact of the 20,000 students who attend the University. It is estimated that the direct economic influence of Texas Tech on the Lubbock economy exceeds \$80 million a year. The direct economic influence of Reese Air Force Base is estimated at \$35 million.

It is important that we not take government operations in Lubbock for granted. Each operation has special needs and conditions that enable them to perform more effectively. It is up to us to keep their needs in mind as other decisions are made, and to remain attractive as a location for these activities. They are important to us; we should maintain and increase our importance to them.

AGRICULTURE

Direct agricultural employment has varied in recent years. On the average, agriculture has accounted directly for approximately *10% of employment and 12% of personal income*. This degree of economic impact is large and important, but the figures do not reflect

the strong trade, service, and industrial ties between Lubbock and the agriculture-based economies of each of the counties in the Lubbock trade territory. Lubbock not only supplies this trade territory with goods and services, but also gets from this territory much of the input of basic agricultural products for agricultural processing, transportation, and many other activities. Agriculture is by any standard basic to the economy of Lubbock. In comparison with the other Standard Metropolitan Statistical Areas (SMSA's) of the western half of Texas, agriculture is both relatively and absolutely more important to us than to them.

Beef production and packing have increased dramatically on the Plains in the past three years. The roots of this development are deeper in time and in research effort than the statistics might indicate. Similar growth in the feeding and packing of pork and poultry is predicted. We appear to have the opportunity of becoming a major national center for the production of not only meat but also the wide variety of manufactured by-products. It is important to note that the economic health of feeding operations in our area depends significantly upon the efficient production of feed on the Plains.

Our 15-year growth rate in agricultural productivity—at twice the rate for Texas as a whole—has depended upon the use of underground water. Continued depletion of the reservoirs of underground water make it vital—if not in fact mandatory—that water be imported to the Plains to avoid a stalemate or a decrease in the agricultural productivity of the Lubbock trade territory. Increased effectiveness in water conservation is also essential, particularly in the short run which includes the decade of the 1970's.

Some further diversification in agriculture in the Lubbock region appears necessary. In addition to changes in farm policy that could have a negative impact on agriculture, the free market for cotton has gotten into economic trouble. The continued or expanded availability of irrigation water will be important for flexibility of choice in diversification.

MANUFACTURING

Manufacturing organizations account for approximately *10% of the employment and 10% of the personal income* earned in Lubbock. Manufacturing employment as a whole has been essentially constant

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for the past three years, although individual firms have increased employment significantly during this period.

Lack of skilled and semi-skilled workers is a restraint on the growth of Lubbock manufacturing. There is a current shortage of at least 300 skilled people, out of a total shortage of two to three times that number. It is anticipated that from the expansion of existing businesses alone, more than 3,000 additional jobs will become available during the decade of the 1970's if growth is not kept down by shortages of qualified people. Requirements for skilled and semi-skilled people in new industries could increase demand by another 3,000 or more.

Lubbock Christian College, the Public Schools, and certain existing commercial organizations have activities and programs that are related in some way to this problem. Those efforts should be encouraged, but they are not believed to be of a nature or scope sufficient to make the kind of total impact required.

Lubbock is committed to increasing its role in manufacturing. Further expansion of manufacturing is important to the absolute growth of the Lubbock economy as well as to its healthy diversification.

CONSTRUCTION

Contract construction accounts for approximately 5% of employment and 6% of personal income earned in Lubbock. Statistics on total construction of all kinds are not available. With some variation, employment in contract construction has been essentially the same percentage of total employment over the past five years.

Employment in residential construction has not been nearly so constant. The high point of new housing authorizations for Lubbock was in 1964; the low point in 1967 was about one-fourth of the 1964 level.

On the average, total construction is keyed to rate of growth. In the past three years a national problem in the availability of financing has held total construction down considerably, and has restrained contract construction somewhat. There have also been regional and local variations in demand for residential housing that have had strong effect on total construction in Lubbock, as well as in each of the other SMSA's in the western half of Texas.

Construction has been an important element of the Lubbock

economy during the last decade, and it is expected to be at least as significant during the growth decade of the 1970's.

SERVICES

As a category of economic activity, the broad field of services is the fastest growing in the nation. These activities are also extremely important in Lubbock, accounting for more than 15% of personal income. Collectively, they rank only behind *trade* and *government* in personal income earned. Professional services, entertainment, and medical services are only a sample of the variety of economic activities grouped under this heading.

Out of a wide range of other significant services, it is appropriate to underline the past and current growth of medical services in Lubbock. In the past decade, medical service has grown three times faster than the economy as a whole. It accounts for about a fourth of all services. Expansion of hospital facilities in Lubbock has been impressive. Approval of the Tech Medical School gives added assurance that the growth of Lubbock as a medical center has only begun.

Growth has not been solely in areas that are strictly named "medical", but rather it has been on a broader front that is appropriately called "human rehabilitation". In this category—in addition to medical and hospital facilities—are the Lubbock State School, Cerebral Palsy Treatment Center, Milam's Training Center, Smith-lawn Home, Buckner Home, Goodwill Industries, and others.

Human care and rehabilitation is one of the fastest growing segments of the nation's economy; its growth rate in Lubbock is currently comparable to the national rate on a percentage basis.

TRANSPORTATION, COMMUNICATION, AND PUBLIC UTILITIES

Collectively these activities account for about 7.5% of the personal income earned in Lubbock. In addition to this "operating" contribution, each of these activities requires significant capital investments. During a growth period, the additional economic impact from the construction of new facilities can be very large.

In general, growth in these areas of the economy can be expected to parallel the growth of the total economy. As an exception, there is a high probability that the growth rate of air freight transport service during the decade of the 1970's can be much more rapid for

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Lubbock on a percentage basis than the growth of the Lubbock economy as a whole.

FINANCE, INSURANCE, REAL ESTATE

This category of economic activity represents almost 6% of the *personal income* earned in Lubbock. Its importance to the economy is far greater than this.

Finance, for example, is the mechanism for channeling money into investments that can support and power economic diversification and growth. There is currently a shortage of funds across the nation. Although there are signs that this shortage may ease in the next year, looking to the decade of the 1970's it is vital that as much financial strength and flexibility as possible be available locally in the Lubbock Trade Area.

We have a strong base of financial institutions in Lubbock. To deal with the variety of growth that we see for the next decade, it appears to be important to add other mechanisms to help handle the expected need for risk capital. Specific recommendations are made in the section on Goals.

APPROACH TO GOALS

No part of the economy stands alone; the parts depend upon each other in complex ways. Health in one economic area promotes health in other areas; a sick segment of the economy is a drag on other segments until its health is restored. In economic matters, a community or a region tends to prosper together or not at all.

More important than any particular type of economic activity is the continual improvement of the general attractiveness of the Lubbock community as a place where people like to live, to work, and to visit; and as a place where the general community climate is conducive to getting things done. Under these conditions, individuals prosper. Nothing less than this kind of climate should be called "good enough".

If for no other reason than to maximize our economic potential, we must be able to communicate more effectively within the Lubbock community on a wide variety of matters that affect us all. A unity built from common understanding of the problems and opportunities that we share is vital.

In seeking avenues for expansion through new economic activi-

ties, we must continue to improve the attractiveness of Lubbock for those individuals and organizations that are already here. The importance of Texas Tech University and Reese Air Force Base to the economy of Lubbock has already been emphasized. The many other organizations—private and public—are too numerous to list; but in addition to improving our general climate, we need to assure that we do the best we can to accommodate to the special needs that each particular organization may have. As an example, it is important that the area around Reese remain free from civilian housing, obstructions, and other congestion. As a community, we should do all that we can to assist toward this end.

A major opportunity should exist to build new businesses that depend upon the availability of highly-trained people. We have not in the past capitalized on the fact that Texas Tech graduates several thousand people each year who leave Lubbock and sparkplug new businesses, as well as established businesses, in the economies of other areas. In many parts of the country, the most dynamic of the new businesses are springing up around college campuses.

The General Goal on the following page summarizes in broad terms the recommended emphasis in regard to the economy of Lubbock. The Specific Goals which follow and interpret the General Goal are recommended as starting points for the development of plans for action.

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GENERAL GOAL

**GENERAL
GOAL**

To plan and to achieve an economic climate in which all facets of our economy can grow in proportion to their inherent competitive economic merits;

To support positively at all levels of the community our proven areas of economic strength, but not to the negative detriment of new areas;

To develop new areas of economic strength that are latent, but incompletely recognized, as natural potentials for Lubbock; and

To build public confidence in proposed programs of community development through sound analysis and inspired communication of issues and pertinent facts.

ECONOMY OF THE CITY

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SPECIFIC GOALS

**SPECIFIC
GOALS**

- 1. Provide leadership and support for the conservation and economic importation of WATER for irrigation, industrial, and domestic uses in the Lubbock trade territory.**

Water is the foundation of Plains agriculture, and agriculture is basic to the economy of Lubbock. If growth is not held back due to lack of water, supplying the industrial and domestic needs of the 1980's will require advance action during the decade of the 1970's.

- 2. Provide top-flight VOCATION-oriented TRAINING and education capabilities in Lubbock with a positive emphasis on EQUAL EMPLOYMENT OPPORTUNITIES for all.**

Vocational education for those of high school age is generally included, but education or training for those beyond normal high school age and from all ethnic groups is specifically emphasized. In addition to 2-year technical education, shorter-term vocational training and specific employment training should be made available.

- 3. Develop Lubbock as the extraordinary TRADE, RECREATION and ACTIVITY CENTER of West Texas and Eastern New Mexico.**

Lubbock should become even more deserving of the consideration of people throughout the area as the place to go, not only for special events, but also for an ever broadening array of shopping and recreation. Proposed projects that would make great contributions toward achievement of this goal are: (1) the Canyon

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Lakes Development, (2) Comanche Park, (3) a center for conventions, and (4) expanded facilities for drama, music, and other activities of a cultural nature that only large communities have to offer.

4. Re-study and re-evaluate the need for URBAN RE-DEVELOPMENT in Lubbock.

There is no question but that prior to May 11, 1970, serious economic problems existed in Lubbock of the kind that urban re-developments in general are aimed toward solving. Whatever conclusions or proposals were prevalent before the tornado should now be re-studied and re-evaluated in the light of these new circumstances. Opportunities for funding should be specifically explored and timetables adopted for a maximum recovery program and the continued growth of the city.

5. Assure the aggressive pursuit of planning and implementation actions to provide TRANSPORTATION systems for Lubbock that will lead—rather than merely avoid restraining—its economic growth.

Foremost at present is the need to adopt and to pursue bold plans to become the location of a Regional or International Airport.

Transportation improvements within the city—as well as highway transportation between Lubbock and other cities—must also be pursued aggressively.

6. Promote the establishment of NEW INDUSTRY in Lubbock that builds upon our natural economic strengths.

Attracting a new industry which is a natural industrial customer or supplier for an existing industry should be encouraged. Vertical integration in the same geographic area typically leads to greater efficiency and strength for all. The most obvious opportunities of this kind relate to the processing of agricultural products. There are others. In all cases, consideration should be given to any possible related problems of pollution and ecology.

Encouragement of the kinds of new industry that require large numbers of highly-educated people should also have a high priority.

7. Accelerate the development of Lubbock as a broad-based Regional CENTER for MEDICAL and human rehabilitation service.

Diverse elements of activity and progress in this area are currently highly gratifying. But pursuit of this Goal should result in a broad, integral community plan that is continually reviewed, modified and supported to insure the creation of a comprehensive Regional Center—without blank spots in the available services—at an earlier date.

8. Develop improved systems and methods by means of which the community can communicate more effectively within itself and educate itself on vital areas of mutual self-interest.

The need is broad and deep.

Unity of community effort—always important—will be critical in the decade of change that lies ahead. It will be essential that evaluations and recommendations concerning major community projects or problems be broadly and accurately communicated.

As an important example of another type, it seems not to be broadly understood that agricultural production and processing are absolutely basic and vital to the Lubbock economy. With only incomplete or outdated information, there is a tendency for the community to neglect or even to oppose its own best interests.

The establishment of a Business Research Bureau at Tech is recommended as a step toward generating needed basic economic information on a continuing basis.

9. Review comprehensively, and restructure as necessary, the GOVERNMENTAL PROCESSES that have significant impact on the economic growth of Lubbock.

An aggressive, positive, cooperative attitude between public and private segments of the community must be

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fostered. The processes and instruments used for zoning, for tax valuations, and for building code establishment, modification, and enforcement are illustrative of areas that should be included. It is not proposed that these processes just be "relaxed"; the need is for a thorough-going and thoughtful review.

10. Expand the diversity and the quantity of FINANCIAL SERVICES available in Lubbock to support the variety and magnitude of growth that should be made to occur in the Lubbock region during the decade of the 1970's.

Additional sources and related services for risk capital, in the forms of (1) Small Business Investment Companies, (2) a Local Development Company, and (3) a capitalized industrial foundation, are specifically recommended. The establishment of a Financial Advisory Council is also recommended to provide a clearinghouse of information for businesses that seek financial or management assistance.



EDUCATION

DR. GLENN E. BARNETT, Chairman
Mrs. Marvin C. Armstrong, Dr. S. M. Kennedy,
Willard Paine, James M. Reynold, D.D.S.,
Mrs. Jack F. Strong, Nat Williams

EDUCATION

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Lubbock is currently involved with the formal education of 60,000 students, ranging from kindergarten through the doctoral level.

Education has remained a high priority commitment of the Lubbock community as its population has grown from about 70,000 in 1950 to 149,101 today. During these two decades, the public school system has constructed twenty-six elementary schools, six junior high schools and four high schools. More than half of these new facilities were built in the last ten years.

Also during this period, Lubbock Christian College and numerous other private schools were established and have grown in part because of interest and support within the Lubbock community. LCC has recently moved to a full four-year curriculum as the logical next step in its evolution.

The public school population increased from 14,000 students in 1950 to almost 33,649 today. The number of graduates from senior high schools grew even faster on a percentage basis—from 300 graduates in 1950 to almost 1830 in 1971. The enrollment at Texas Tech University has grown from almost 5,500 in 1950 to its present level of 20,008. Students in all educational activities increased to three times the 1950 level while the general population of Lubbock increased two-and-a-half times.

Many qualitative changes have taken place in parallel with quantitative changes. The continual modifications of curriculum and education detail in this report. Only two particular types of changes in the educational approaches in the public school system are too numerous to trace public school program will be noted.

Special efforts have been made to meet vocational needs. In 1960, the Lubbock schools initiated in the secondary grades five vocational courses aimed at the provision of saleable skills by the time of graduation from high school. In 1971, there are 19 such courses with an enrollment of 900 students.

The community has also initiated programs for adults. An adult Basic Education program was begun in 1965 for Lubbock citizens with less than an eighth grade education. More than 316 adults received

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certificates from this program in 1970. An Evening High School for adults was started in 1968; there were 28 graduates in 1971. Also in 1970, 82 adults received a General Educational Development Certificate of Equivalency.

Qualitative changes at Texas Tech have been extensive and extremely significant during the past decade or so. Advanced programs at the graduate level have been added in two dozen disciplines. In addition to expansion of the number of specialized disciplines within the existing Schools (now Colleges), entirely new Schools have been established. A distinct College of Business Administration and a College of Education were organized. The School of Law has been in operation now for more than a year. A Medical School has been authorized and is in process of final definition and initial implementation. The impact of these qualitative changes on the future educational environment of Lubbock will be at least as significant as the quantitative increases in enrollment.

The past continues into the present. Our community continues to have an intense interest in education. Of the responses to Committee 70 questionnaires, education led the list, both in terms of the number of times mentioned and in terms of the priority level of emphasis. During the preparation of this report many groups were asked to meet to discuss the problems and opportunities of education in Lubbock. The willingness of citizens to involve themselves with this effort, the extent of their active participation, left no doubt about the intensity of concern about education throughout the community. Other subcommittees of Committee 70 found that education was seen by their memberships as a key factor in the achievement of goals in widely differing facets of community life, ranging broadly from cultural to economic areas. We are indeed interested in education.

Community interest is not only intense, it is also understandably complex. One national author, Max Lerner, suggests that no people want education more or trust it less than Americans do. The parent looks upon education as an ingredient without which his own child cannot get ahead. The same adult may look upon education as an activity which makes another young person unavailable to fill a shortage in the labor market. Education may be—in the eyes of the same adult—that characteristic in the background of a candidate for public office that makes the candidate less likely to be trustworthy in handling the public affairs of the people.

The opinions and discussions leading to this report reflect a similar complexity of views on the part of our citizens. Lubbock clearly wants an educated community. On that point there is not the slightest doubt. It is equally evident that Lubbockites would like to have the community's educational goals defined more clearly and their attainment measured more precisely. What is not clear is the extent of agreement on the relative importance of the many types of contributions that can be made to the community through its educational activities. Under these conditions, measurement becomes at best an overall judgment. But progress in both the definition of goals and in the measurement of their achievement must be a continuing aim.

It is at once a strength and a weakness that each individual considers that he is an expert in how to achieve educational goals as well as an expert in what those goals should be. As might be expected, there is greater agreement on goals than on the means for achieving them.

One key issue is equality of educational opportunity for all citizens, independent of any personal attribute that is beyond control of the educable person. As far as could be determined, there is absolutely no question about striving for equal educational opportunities for all of the citizens of Lubbock. There is, however, a great deal of difference of conviction concerning how best to achieve that goal.

There is adequate discussion of these matters within the Lubbock community today. We will not try to summarize viewpoints, to analyze their foundations, or to provide an unnecessary additional forum for their presentation at this time. Later phases of Committee 70 will concentrate on questions of implementation after the proposed goals have been affirmed or modified by the citizens at large.

We have elected not to examine here the many favorable economic implications that are inherent in Lubbock's educational institutions and systems. The direct economic activity generated by the processes of education, the community attractiveness contributed by the existence of our educational capabilities, and the favorably unequal opportunity to attract highly-trained graduates into the economic life of the Lubbock community are three of these important economic implications which will have been recognized and dealt with by other groups within Committee 70.

Education

Committee 70

APPROACH TO GOALS

A degree of pride in Lubbock's existing educational environment is justifiable. In looking to the decade of the 1970's we start from a solid foundation. Yet the opportunities and the needs for improvement are very significant. Some are urgent. Past progress must be built upon—not stood upon.

The commentary which accompanies the proposed goals will make the reasons for most of them evident. These goals—which were winnowed from a list more than twice as long—reflect the overall judgment that our greatest adjustments as a community need to be made in (1) Education of pre-school children; (2) Vocational education and training; and (3) Continuing adult education.

The goals reflect a commitment to the continued pursuit of excellence in education itself and to the creation of an environment that will be attractive to educated people. Finally, it is suggested that we do not now take full advantage of individual abilities available to the community from the several educational systems and institutions of Lubbock, and that we should strive to do so.

Implicitly, the goals reflect general satisfaction with the broad central core of education in Lubbock. It is perhaps unnecessary to emphasize that the tone and emphasis among the proposed goals would have been greatly different if it had been felt that our educational core was weak.

The General Goal and the Specific Goals, appearing on the following pages, are proposed for consideration and evaluation.

EDUCATION

COMMITTEE 70

GENERAL GOAL

**GENERAL
GOAL**

To assure that the variety, quality and quantity of educational opportunities available to Lubbock citizens are in every way equal to the needs of a community committed to true excellence in human development;

To insure that these opportunities are available without regard to age, sex, creed, color or national origin; and

To make people aware that Lubbock is a most desirable place to live and take advantage of superior educational opportunities.

SPECIFIC GOALS

SPECIFIC GOALS

1 Provide greater opportunities for vocational education.

The welfare of Lubbock citizens and the prosperity of the city itself require that people acquire employable skills. Successful instructional programs will reduce unemployment, increase job satisfaction and attract yet more business and industry in the city.

2 Provide additional opportunities for adult education.

Adapting to change is one of the major justifications for adult education. More leisure time for enriched living, the need for completing unfinished formal education, and rapid changes in occupational needs all demand that each adult continue his education as long as he lives.

3 Provide universal early childhood education including programs for children who have special needs.

The maximum educational development of each person has come to be more and more dependent on his receiving the best educational start possible. The prescription for early childhood education varies from child to child and requires professional supervision. Experience shows that dollars spent to educate children at this age are among the best educational investments.

4 Provide the people of Lubbock with the benefits of a community college.

The community college typically provides an attraction

to young people who would never otherwise continue their education, a better response to manpower needs of industry and the professions, and a chance for college dropouts to re-establish themselves. Specific questions such as district boundaries, organization, location and breadth of curriculum are too complex to be answered without a depth study.

5. Provide broad opportunities for the development of present and future leaders of Lubbock.

Education worthy of the name must help to develop those who can carry responsibility for the future. Lubbock's educational trends, including broad opportunities for selection of courses at the high school level and the move toward an inquiry approach rather than a fact-centered program of education are designed to achieve this goal.

6. Provide improved and expanded community educational facilities, such as libraries, galleries, museums, concert halls and health-related facilities.

The importance of education outside formal institutions should not be underestimated. Facilities which both offer educational opportunity and increase the community's interest in education are vital. They provide in part a basic framework for continuing education in the community.

7. Assure increasingly appropriate programming of communications media.

The mass media, including TV, newspapers and radio along with enterprises such as the theater, have great impact in educating the citizens of Lubbock.

8. Make maximum use of both the human and the material educational resources available to Lubbock.

The special talents and skills possessed by Lubbock citizens should be utilized to the maximum.

9. Provide quality nursery school opportunities in Lubbock for children at the nursery school level.

Lubbock's children are increasingly dependent on agencies outside the home in their early years. The educational importance of these years can scarcely be overestimated. It thus becomes a community responsibility to insure that they are as productive of educational development as possible.



GOVERNMENT AND TAXATION

HALDOPE, Chairman

Murlin Deebery Ragan

read H. D. B. Henderson

Ow McWhorter

Howard D. Smith, D. Wright

GOVERNMENT AND TAXATION

COMMITTEE 70

Government is a collection of organized processes established by the people to manage some of their common affairs.

This total set of organized processes—this *system* of government—is, for the most part, built like a patchwork quilt from smaller sets of processes (*sub-systems*). Each sub-system serves a particular part of the overall need. For example, there are sub-systems for sanitation, for fire control, for law enforcement, and for education—to name but a few.

In principle, the sub-systems carry out the larger design of the system; in practice, the system is more nearly simply the result of combining the various sub-systems that develop somewhat independently.

Each sub-system of government has its own structure; it has a set of rules and procedures for its operation; and it is staffed by a particular group of people. Parts of the structure and some of the rules and procedures are explicit in law. Much of the structure and most of the rules and procedures are developed through administrative decisions made in day-to-day operations.

In a community such as Lubbock, which has experienced unusual growth, we find it difficult to keep government responsive to changing needs. Some problems which arise from growth can be handled by personnel changes, or by treating the problems as isolated issues. In the main, however, growth problems require that the systems themselves be continually re-examined and modified.

Governmental patterns by their very nature tend toward rigidity, whether the patterns are specified by law or whether they are developed in the course of administration. The more rigid these patterns become, the less they are suited to meet the changing problems that they are asked to handle. As a result, we find that when innovative adaptation is most needed is the very time when it is most difficult to achieve.

For example, in planning and zoning, rigid stipulation has become the mode; yet, the potential of Lubbock for growth as a metropolitan center of commerce and industry depends upon our ability to respond in advance to the needs of this future. Elimination of zoning is certainly not proposed. However, where the developmental patterns of

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a city are so greatly influenced by zoning, then a sub-system is required for zoning which can adapt thoughtfully to realistic needs rather than merely apply rigid rules.

The area of building codes and ordinances exhibits a similar rigidity. The general purposes that these rules are intended to serve are important. As in the case of zoning, it is certainly not proposed that building codes and ordinances be abolished. A comprehensive review appears to be in order, however, and provision should be made for repeating such reviews on a regular basis.

Many of our governmental rules have obviously merely aged rather than matured. For example, city bonds must be advertised in local newspapers for thirty days before they may be sold. This rule puts practical limitation on our ability to market bonds at favorable times and at favorable rates. In its day, it was a method of inviting bidders, and a way to insure that local citizens had a chance to bid. Today, the restriction buys us nothing, but it can cost us something.

Cost of government is an ever-present problem. Although the federal government gets the worst press, state and local government expenditures have been increasing faster than non-defense federal expenditures. As a local government, Lubbock has fared better than most.

Although it is frequently stated that a goal is to reduce the cost of all government, this is seldom what the thoughtful citizen really means. Instead, we want to help pick the kinds of goods and services that are most important to be provided through government, and *then* we want to obtain these goods and services at the lowest possible cost. The real significance of keeping pressure on costs is two-fold: *first*, we know that if this is not done the costs will rise independent of the quality or quantity of goods received or services rendered; *second*, and equally important, we want other things for the community, and we would like for part of the cost of these additional services or facilities to come from achieving greater efficiency in existing operations.

Governmental sub-systems do not trend naturally toward greater efficiency. On the contrary, independent growth of governmental sub-systems tends to produce and to stabilize inefficiency. It is a natural tendency for individuals and organizations to want to become more self-contained, complete, autonomous, and self-perpetuating. Much of the efficiency of American industry stems from its ability

to counter these tendencies—to continually re-structure itself into operating units that make sense in terms of changing problems and opportunities. We should not be forced to settle for less than this in government.

A conscious effort must be exerted continually to reduce costs as well as to increase the effectiveness of government. This goal can be best achieved with analyses that look at the sub-systems of government as only parts of the larger system—analyses that examine current and future needs rather than only historical trends in budgets. It is the total system that should be optimized; the sub-systems should be modified in any way that serves the larger purpose.

Some problems of Lubbock and the surrounding cities can be viewed more intelligibly as metropolitan or regional problems. Sanitation, anti-pollution, crime detection, disaster planning, and fire control all offer important opportunities for economy and for increased effectiveness if views in a larger-than-city framework. There are other similar opportunities. Trying to achieve these potential improvements in governmental economy and effectiveness leads naturally to concern over big government. Big government is suspect. Yet, the size of a governmental sub-system is not in itself the problem nor should it be the test; rather, the question turns on the matter of minimizing cost required to perform the needed service. The goal is to reduce the cost of good government. In some instances, a metropolitan point-of-view can suggest new approaches toward the optimum solution.

No unit of government really stands alone. Each one influences—and is influenced by—other units. The sub-systems of city government overlap those of the county, the state, and the federal government. Nowhere is this condition more evident than in the assessment and collection of taxes.

In Lubbock County there are twenty taxing sub-systems which overlap in whole or in part. Each of these taxing authorities has grown independently by piecemeal addition and modification. Even a relatively low tax level, such as we have in Lubbock, becomes suspect to the taxpayer who finds several different values placed on the same piece of property, receives several different statements, and goes to several different places to make his payments. It seems to him—and it is valid—that multiple authorities are competing independently

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for tax dollars without appreciable coordination or analysis of the total tax picture.

This coordination and analysis should be provided. If it is not practicable to use an agency of government, a non-governmental approach should be taken by the citizens.

Consolidation of tax-collecting offices should also be insisted upon. One of the purposes to be served is that of lowering the cost of the service performed.

There are two special problems related to taxation that Lubbock shares with most other large cities in the nation. The first one is that the ad valorem tax has become too large a fraction of the total tax load. Because it is relatively easy to assess and collect, the ad valorem tax is used, without coordination, as the basis for too many taxing authorities.

The second special problem relates to the broad public belief that *all* municipal or state bonds imply more taxes. The outcome of recent bond election in Lubbock—for bonds that would not require a single cent of added taxes—strongly supports the view that the facts were not understood. It is vital that voters have a better understanding of the questions placed before them. We have obviously not done a good job recently in communicating among ourselves.

As our sub-systems of government have grown, it has become increasingly difficult for individuals and for groups to understand how to work with the various agencies of government to achieve legitimate aims. When citizens do not understand their agencies of government they do not trust them. There is in fact some unnecessary clutter of administrative procedure that should be eliminated. But the sub-systems as they now stand perform vital functions that should be better understood and more available to all citizens.

Although not to be recommended as a solution to all problems, people must in fact be chosen to serve in the many functions of government. The informal process for getting candidates for public office is an important part of the process of self-government. This extra-legal process has broken down in Lubbock. It is of vital importance that a new approach be developed that will gain the participation, the involvement, and the trust of all the citizens of Lubbock.

Finally, participation in the sub-systems of government must somehow increasingly reflect representation from the entire community. It is not suggested that the requirement for efficiency and effectiveness

of government be subordinated in favor of pork-barrel politics. But we must all feel reasonably represented in the councils of government as well as in its functional units. No specific proposals will be offered here, but it is recommended as a goal that some means be found to increase the confidence of all segments of the community that they are full-fledged participants in the processes of self-government.

SUMMARY

Government is a set of organized processes—it is a system, and it is made up of many smaller sub-systems. Efforts to identify problems and to propose solutions must comprehend this inherent systemic character of government. Problems occur as specific pains; diagnosis and correction of the underlying system problem requires comprehensive and careful analysis.

A critical problem in government is that of adapting to change. It is easy to avoid changing too rapidly. A middle ground between rigidity and plasticity is needed. Specific problems exist in the areas of taxation, zoning, and building codes and ordinances.

Constant effort is required to assure that governments are efficient and effective. Lubbock is no exception. A metropolitan system viewpoint should be taken in some instances.

The governmental system of Lubbock should be made more understandable and more available to all of the people. A feeling of participation and representation of all segments of the community must be expanded and nourished.

The proposed General Goal for Government and Taxation appears on the following page. The Specific Goals are then proposed.

GOVERNMENT AND TAXATION

COMMITTEE 70

GENERAL GOAL

**GENERAL
GOAL**

Government and taxation are organized processes—systems—through which the collective will of our people is determined and carried forward. The continual examination, evaluation, and improvement of these systems offers our best assurance that they will remain efficient and effective in dealing with the changing requirements of the Lubbock community.

GOVERNMENT AND TAXATION

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SPECIFIC GOALS

**SPECIFIC
GOALS**

- 1. Establish a means for continual evaluation of all branches of local government.**

A comprehensive analysis of all significant public systems in Lubbock is needed. Emphasis should be on governmental systems. A concentrated initial effort of perhaps 6 to 9 months duration should be followed by continual reviews at stated intervals.

- 2 Prepare a bilingual manual for use by individual citizens and groups to help them understand our system of government and how to work with it in getting things done.**

Reduction of the psychological and practical distance between the average citizen and government is important. Primary emphasis should be municipal government; secondary emphasis on county government.

- 3 Develop proposals for formal cooperation among governments in the Lubbock region.**

Formal cooperation among the various governments could make each one more efficient and effective in special areas. Threats to the identities of individual governments will need to be resolved.

- 4 Establish a clearinghouse for revenue needs, for sources of revenue, and for the analysis of overlapping governmental debts that affect Lubbock.**

Perhaps a model paralleling in some respects the operation of the United Fund would be in order.

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5. **Wherever possible, consolidate tax offices for more efficiency and less cost of operation.**

One obvious need is to reduce the direct cost of tax assessing and collecting. A second need is to get all taxes on a common, easily comprehensible basis.

6. **Develop ways of getting responsible people from all ethnic groups and areas involved in local government.**

Broad participation of all citizens should be emphasized.



MUNICIPAL FACILITIES AND SERVICES

JOE R. HORKEY, Chairman

Ernest F. Barton, Bill W. Cantrell, David A. Collier,

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MUNICIPAL FACILITIES AND SERVICES

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A community requires a wide range of facilities and services in order to function. Only a portion of these are provided through governmental units—and only a fraction of government is municipal.

It is through the scope and quality of municipal services and facilities, however, that a city's people express their collective personality, degree of vitality and expectations for the future.

Lubbock burst out of nowhere, so to speak, to establish itself as one of the "coming" cities of the Southwest during a time when its collective spirit and vitality was being expressed as unmistakably progressive. It was only after seeds of self-doubt and disunity began to chip away at its people's willingness to commit themselves firmly to bond issues and other harbingers of the future that Lubbock's dramatic growth rate began to level off.

The foundation and desire for unity and growth still are strong. If the willingness can be recaptured, there is no inherent reason why Lubbock cannot leave its rival cities far behind.

Certain projects of a public nature stand out as essential ingredients of any recipe to re-establish Lubbock's regional dominance as the most fertile city in which to make investments of private capital.

Among these are:

—A well-conceived and properly located Civic Center.

—A series of lakes along Yellowhouse Canyon for recreation, environmental beauty and reclamation of water for industrial use.

—A complete regional airport facility.

Before discussing these further, it should be pointed out that there are other elements, of a less dramatic nature, which Lubbock must keep in mind as it enters the decade of the '70's.

Foremost among the latter are our needs to make the most economical and far-sighted use possible of our day-to-day municipal services, such as solid waste collection and disposal; to keep our regulatory codes and ordinances up to date; to improve the efficiency and effectiveness of our dual electrical system while eliminating it as a political issue; and constantly to upgrade the quality of, respect for, and public image of our police, fire, and other departments which come into daily contact with citizens and visitors.

Most of the services and facilities which exist within a community,

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of course, are sponsored privately rather than publicly. Private organizations distribute (sell) a wide range of goods and services from groceries to legal advice.

Legal monopolies provide other services, notably in the fields of communications, utilities and transportation. Such companies accept governmental regulation of rates and performance in return for protection against competition.

Citizens decide for a variety of reasons to use a unit of government to provide certain services. Without going into all the variables, it can be said that, generally speaking, public services fill in the gaps left by the private sector, meet needs which are in the public interest and fill a supportive role in providing a good living and business climate.

In assessing a broad range of Lubbock's municipal facilities and services, some of the unfilled gaps seem immediately evident.

For example, we have no means for attracting and housing conventions and other large groups of visitors. Our existing facilities are inadequate in size and inappropriate in design and location. Private organizations have tried to supplement our limited municipal facilities to help fill this need. Yet, however complimentary we are—and should be—about the effort itself, we must conclude that our convention facilities still are severely restricted. A municipal facility—perhaps a multipurpose community center—appears to be the only approach that is likely to remove this increasingly significant deficiency.

A center for cultural activities also is greatly needed. Inclusion of facilities for the arts as a part of—or in close relation with—the community or civic center would enhance the desirability and effectiveness of both.

Great care should be exercised in the choice of location for such a center. It should be easily accessible to all residents, wherever they might live, by both public and private transportation—and its location should be such as would encourage private investment nearby in hotels, shops, and other facilities.

The economic activity that results from a healthy convention trade is well documented as being beneficial to all elements of a city's populace. Lubbock now ranks last among its competitive cities in providing convention facilities.

We also lack facilities for outdoor recreation. The Canyon

Lakes project should be undertaken on a community-sponsored basis in order to provide an environment that is more enjoyable and attractive to citizens and visitors alike.

Yellowhouse Canyon through and below Lubbock is the only topographical relief within easy driving distance of our citizens. We owe it to future generations, if indeed not to ourselves, to preserve much of this canyon for everyone's enjoyment. Of at least equal importance is the fact that the recirculation of reclaimed water through the series of lakes would provide us a sorely needed reservoir of water for industrial expansion.

These two projects—the lakes and the civic center—would go far toward announcing to the world that Lubbock's people have a collective vitality and faith in the future strong enough to warrant long-range investments of private capital as well. The benefits from each likewise will be large in making Lubbock an even better place in which to live and rear our children.

Another facility in which Lubbock as a community must invest if it is to outstrip its rivals as a dominant city of the Southwest is a regional airport. We have been at a competitive disadvantage in rail and highway transportation. Air freight and passenger service is the fastest-growing segment of the transportation world—and those cities which best equip themselves to become regional centers for air traffic will benefit enormously from increased business and industrial activity.

Sanitation—including air and water pollution—is a problem area for Lubbock. The elimination of dumpground burning brings with it both cleaner air and an opportunity to use compressed waste for beneficial purposes. Unsightly caliche pits and other scars on the Lubbock landscape, particularly around the loop, can be beautified in this manner.

A joint city-county-Texas Tech University research program into better methods of trash collection and disposal would provide us an opportunity to improve service. Among points for investigation are: (1) the feasibility of requiring dumpster units for residential garbage and trash pickup and (2) the possibility of utilizing private contractors for trash collection.

The dual electrical utility system in Lubbock is somewhat unique. Whatever its merits, it is repeatedly discussed and warmly debated. In fact, we have tended as a people to devote too much of our energies

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to a divisive emphasis on our differences in philosophy on this point instead of to a positive effort toward improved efficiency and effectiveness. Establishment of an independent board for Lubbock Power and Light should be considered immediately as a step toward eliminating electrical service as a political issue so that we may concentrate less distractably on more positive issues of common concern.

Municipal services that enforce building codes, ordinances and regulations seem to be performed well. Many of the documents are not recent, however, and we share with most cities the problem of trying to apply archaic codes and regulations equitably to today's needs. An in-depth review of codes and regulations is recommended. To have the needed impact in the early '70's, revisions as indicated should be made now and should be reviewed regularly by an independent commission.

In this connection, the importance of good public relations—an attitude of helpful interest while enforcing all regulations fairly and equitably—on the part of personnel performing municipal services should be emphasized. Attitudes of public servants go far in shaping the image we have of ourselves as a community and which we project to visitors.

One area of possible improvement in this regard would be for the fire and police departments to have immediate access to a bilingual person at all times, because we are a bilingual community. The ability to communicate in Spanish as well as English would mean more speed and efficiency in emergencies in addition to being good for community relations.

In law enforcement, we should encourage the establishment of full courses in criminology at local institutions. Not only would we thereby improve the quality of service, we also would make law enforcement more attractive as a career.

Complex human problems with which policemen, particularly, must deal daily require both competence and advanced training. We must continually review our salary schedules for policemen and firemen to make certain we continue to get qualified people in sufficient numbers.

Technological aids—from new types of radio networks through helicopters to computers—must be evaluated constantly with an eye to providing the best possible law enforcement and fire protection at an acceptable cost.

Countywide fire and police departments are two possibilities which should be studied with a view toward possibly increasing both effectiveness and economy. There are other areas of overlapping governmental responsibilities in which a greater degree of coordination, if not outright merger, might be beneficial.

More important than any single goal is the continual assessment—including comparison with other cities—of the quality, reliability, availability and cost of our community facilities and services. Only in this way can we be—and remain—favorably competitive as a place to live and do business.

MUNICIPAL FACILITIES AND SERVICES

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GENERAL GOAL

**GENERAL
GOAL**

To create and to maintain the quality, reliability and cost of Lubbock's municipal facilities and services at levels that are favorably competitive in each category with other communities in the Southwest that are anywhere in the range between one-half and twice as large as the Lubbock community.

MUNICIPAL FACILITIES AND SERVICES

COMMITTEE 70

SPECIFIC GOALS

**SPECIFIC
GOALS**

1. Take action on a Civic Center for Lubbock.

Convention facilities in Lubbock are woefully inadequate and poorly located. Facilities for the Arts should be in or near the civic complex so that each strengthens the other and so that the center is useful and beneficial to all citizens.

2. Build the Yellowhouse Canyon lakes system and develop Comanche Canyon.

A series of lakes would create recreational opportunities and environmental beauty. Reclaimed water would invite industry. Comanche Canyon Park would be of tremendous tourist value.

3. Develop a complete Regional Airport facility.

Air traffic is the fastest growing segment of the transportation industry. Cities which successfully attract regional air freight and passenger volumes will be at a competitive advantage.

4. Establish a city, county and Texas Tech committee to coordinate work and research on environmental pollution problems.

Special consideration should be given to utilizing compressed waste as land fill for our caliche pits and other scars, particularly along Loop 289, to improve environmental beauty. The ecological balance of our water system is needed with a tertiary sewer system when

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proven economically feasible. We must conserve our runoff water through a lakes system.

5. Study Lubbock's dual electrical system to improve efficiency and effectiveness.

An independent board for Lubbock Power and Light should be considered.

6. Establish a code-revision commission.

A review, study, up-dating and/or adoption of codes, ordinances, and regulations should be done on a regular basis.

7. Investigate how to improve sanitation services.

Economy and efficiency of garbage and trash collection is a continuing problem. A study should include the feasibility of requiring dumpsters (one unit for each four houses in residential areas) and/or utilizing private contracting for trash collection.

8. Work for continual improvement of the police and fire departments.

In law enforcement, encourage the establishment of full courses in criminology utilizing local educational institutions. In the event a metropolitan-type of city-county government is adopted, establish countywide fire and police departments.

9. Juvenile Detention Home for City and County use.

The recent studies of this area have shown a very great need for a facility of this type in Lubbock. There are funds available both state and nationally to help in operating a facility of this nature.



RECREATION AND ENTERTAINMENT

GEORGE R. BUNTON, Chairman

C. H. "Chuck" Chambers, Mrs. John T. Coon,

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Jimmy Sexton

RECREATION AND ENTERTAINMENT

COMMITTEE 70

Recreation is a basic need of mankind at all ages. Satisfying that need is the basis for many businesses. But for a community, the availability of recreation has a far greater impact that would be seen by measuring the direct volume of recreational and entertainment business, or even by adding the indirect business created by visitors from outside the community.

Recreation and entertainment affect the very quality of life in a city. Particularly for the youth of a community, recreation is as necessary to personal development as many of the scholastic subjects. We do not try to choose between education and recreation for our young people; the answer we give is "both."

Commercial establishments make major contributions toward providing recreation and entertainment. But the basic need is too important to be left entirely in the hands of the private sector of the community.

It should be unnecessary to belabor the point that Lubbock should first of all become continuously more interesting and attractive to its present citizens and its regular visitors. At the same time—and as a result of the same actions—it can be made more attractive to potential citizens and to new visitors.

One chooses to live in a particular city—or to visit it—for a wide range of reasons. An outstanding city must satisfy at least minimum standards in each of many categories. It must excel in those which are most critical.

Employment, housing, education, medical service, and shopping are five of the critical concerns of potential citizens. The availability of recreation is a sixth one, although not necessarily sixth in order of importance.

For visitors, some of the key factors are different. Recreation may well lead the list at the moment of decision. Visitors may not choose a place to go on that basis alone, but the availability of recreation and entertainment is often the deciding factor between two places that are otherwise similar.

What should we seek by way of recreation and entertainment? What are the characteristics of a recreational environment that will contribute a full measure to the satisfaction of living in Lubbock?

Recreation and Entertainment

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Starting from where we are, what should be emphasized in creating the desired environment?

The essence of a good recreational environment is variety and choice. We do not all favor the same forms of recreation and entertainment, and each of us wants different forms at various times. Although not sufficient, variety and choice are necessary.

The quantity of each recreational opportunity—as well as its quality—should somehow reflect the probable distribution of demand for it. Different age groups, for example, tend toward certain forms of recreation and away from others.

An outstanding recreational environment will contain one or more unique features, sufficiently different in nature or magnitude to distinguish it clearly and favorably from other recreational environments with which it may be comparable in other respects.

With these very broad criteria as starting points, a brief assessment of our current status will help to identify desirable goals for improvement.

SPECTATOR RECREATION AND ENTERTAINMENT

Spectator entertainment opportunities in Lubbock are quite good. Television and movie options are competitive with those available in other comparable cities. Sporting events associated with the public school system provide an assortment of entertainment opportunities for students and parents alike. Football and basketball games at Texas Tech offer Southwest Conference competition plus the opportunity to see other teams from outside the Conference. The lack of professional teams is noted, but this is not considered a problem. Texas Tech and various civic organizations in Lubbock combine to make more than a dozen significant cultural presentations each year.

It may be desirable to increase the number of cultural presentations; otherwise, spectator entertainment opportunities in Lubbock are somewhat between competitive and superior to those of other comparable cities in both variety and availability:

PARTICIPATIVE RECREATION AND ENTERTAINMENT

The variety of opportunity for *participative-competitive recreation* in Lubbock is entirely acceptable. A few sports are not pursued here, but their lack is not a problem for the community.

Although variety is adequate, there are inadequacies in quantity or availability of facilities for some forms of recreation and entertainment. Baseball diamonds, for example, are in short supply in some sections of the city, particularly during the summer for the Little League programs. Tennis courts, sheltered swimming pools, outdoor basketball courts (in some areas), and golf courses were especially underlined during the taking of an inventory of community needs. The details of this inventory will be filed as a separate supplement to this report.

The City of Lubbock Master Plan was reviewed carefully, and is endorsed as an excellent primary basis for growth in park and recreational facilities. Priorities should be subject to shifts based upon actual population increases in various areas. Carver Heights has more than its share of problems and should receive special consideration.

The variety of opportunities for *participative-cooperative recreation* in Lubbock is in some respects impressive. There are, for example, many, many small and not-so-small centers of activity for particular hobbies, special interests, and avocations. A monthly publication, sponsored by the community, to give meeting announcements and short reports of past and planned events, and to serve as a forum for efforts to form additional special-interest groups, would be desirable in encouraging these groups. Collectively, they are important to the overall recreational environment in Lubbock.

Our dramatic weakness is in the area of non-sports-related entertainment for the youth. Commercial establishments have centered on movies and dining places. Public efforts have for the most part been carried by the schools, and have been centered on sports and sporting events. Between these achievements there are large gaps. Whether through public or commercial sponsorship, it is important to fill some of them. The Canyon Lakes development, to be discussed later, may offer the best single opportunity to correct this deficiency of variety in youth entertainment.

Service organizations are important—recreationally and otherwise—to the environment of any community. Continued and strengthened community support for these organizations is vital. The United Fund provides the principal avenue for support for most of these organizations, including the YWCA, YMCA, Boy Scouts, Campfire Girls, and others.

Recreation and Entertainment

Committee 70

Guadalupe Center serves an exceptional community need in a very exceptional manner. Continued and strengthened support by the Lubbock community has high merit.

Again, a point-by-point inventory was taken covering many organizations and activities. This inventory will be filed as a supplement. Action has already begun toward some of the short-range goals that came out of the preparatory study. For example, the special recreational needs of handicapped persons were highlighted and action is being initiated.

YELLOWHOUSE CANYON

Our largest single need is for the type of addition to the Lubbock recreational scene that would give scope and uniqueness to the entire recreational environment. The development of Yellowhouse Canyon, including the proposed Comanche Canyon Park at the Lubbock Lakes Site, is an obvious and overwhelming choice.

This natural break in the topography of the area extends from Northwest Lubbock, around through Mackenzie Park, to several miles southeast of the city. A complete plan exists for a series of eight connected lakes along the Canyon bed. These lakes would serve functional purposes as well as provide unparalleled recreational and cultural opportunities. A band of park, recreation, and entertainment areas would follow the path of the series of lakes, offering scenic sites for a great variety of facilities.

In the process of delineating major goals for this report, the development of Yellowhouse Canyon grew in significance. In its own right it offers the opportunity to provide a recreational highlight unique in this entire region of the State, and in some respects unique in the Southwest. In addition, many of the specific needs for recreation and entertainment that came out of assessing the adequacy of existing kinds of facilities led naturally to the Canyon Lakes area as an ideal location for required expansion. These conclusions are reflected to some extent in the Specific Goals.

The economic benefit to Lubbock from attracting tourists and visitors, because of the Yellowhouse Canyon Lakes and their related facilities, should not be minimized. The appeal would be very great indeed—ranging from an amusement park as a part of the development around the Lubbock Lake Site to boating and water-skiing at the large seventh and eighth lakes, with all manner of attractions in between.

ACTIVITY CENTER

The need for a facility to serve as a multi-purpose activity center for the community is evident. Such a facility could be a powerful stimulus for a variety of recreational and entertainment activities. The possible uses are too numerous to list in detail. Broadly, any of the "looking, listening, talking, performing" types of recreation and entertainment would be accommodated.

COMMERCIAL ESTABLISHMENTS

A large fraction of Lubbock's recreation and entertainment is supplied by commercial establishments. With exceptions to be noted below, the existing variety and choice are acceptable.

Entertainment for young people is limited, except for movies and dining, as was previously noted. This is all the more surprising because of the youthful average age of the Lubbock population—23.6 years. Caught between a faith in the efficacy of the profit incentive and this evident lack of variety, one can only conclude tentatively that the economic demand must not be as large as one would expect, or the opportunity has just not been recognized. The community need itself is inescapable.

There also appears to be a strong need for membership clubs for middle-income families. A club similar in purpose to the Lubbock Club was mentioned repeatedly during preparation of the present study.

The proposed General Goal and the Specific Goals for Recreation and Entertainment appear on the following pages.

**RECREATION
AND ENTERTAINMENT**

COMMITTEE 70

GENERAL GOAL

**GENERAL
GOAL**

To make Lubbock, for all of its citizens and guests, a place to enjoy leisure as well as a place to work.

RECREATION AND ENTERTAINMENT

COMMITTEE 70

SPECIFIC GOALS

**SPECIFIC
GOALS**

- 1. Establish and complete the eight lakes in Yellowhouse Canyon.**

To provide water recreation activity for local residents as well as to provide visitor and tourist attractions; to serve Lubbock's "Highest boat per capita in the Nation" tastes; and to provide for picnic and camping areas along Yellowhouse Canyon.

- 2. Provide a centrally located activity center for community affairs.**

A need exists for a readily accessible location for spectator and/or participating sports that could accommodate any "looking, listening, talking and performing" type of recreation and entertainment.

- 3. Follow the Lubbock Park and Recreation 1968 master plan.**

This is a carefully prepared and orderly plan made by the Lubbock Park and Recreation Department covering all phases of park recreation and entertainment. It takes advantage of all existing parks and combines the long range plan with the lakes project and other programs.

- 4. Install additional tennis and handball courts (lighted) in existing parks.**

Need for these has been expressed by youth groups throughout the City.

Recreation and Entertainment

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5. Build Comanche Canyon Park on Yellowhouse river northwest of Lubbock.

This will provide a tourist attraction with historical significance, plus an outdoor theater; golf course, swimming pools; bike, bridal, and natural trails; and other recreational facilities.

6. Assure the adequate expansion of recreation programs for handicapped persons.

Many organizations are concerned about the welfare of handicapped persons and programs for recreation should be included.

7. Promote golf course on Tech campus.

Increasing participation in golf at Texas Tech University demands additional facilities. Existing facilities are crowded. A golf course would add to the campus environment and would help round out the athletic program at the University.

8. Encourage the establishment of "Club" type entertainment in the following classifications:

- A. Adults in the medium income bracket
- B. University age group
- C. High School age group

9. Provide a publicity means for recreational and entertainment events.

Regularly scheduled broadcasts and newspaper schedules of activities in the city would expand participation in these events. Groups who plan activities need a clearing house for publicity.

10. Strive for more reasonably priced entertainment for young people.

High school and college groups expressed the need for more opportunities for evening entertainment within their budgets.



SPIRIT OF '76

KENNETH A. MAY, Chairman

Otice Green, Arnold E. Maeker, William R. Moss,

Mrs. A. C. Verner, James H. Whiteside, Jr.

SPIRIT OF '76

COMMITTEE 70

A nation continues to evolve and to adapt its systems for dealing with domestic and international problems, or it becomes an anachronism. Yet there are some concepts, values, principles, and processes that should be unchanging at their core.

Some change is essential to progress; some constancy is essential to stability. America is in a period of dramatic change, and on every front we struggle for the balance between progress and chaos, between stability and stagnation. Our systems are challenged to adapt or die. Never have we needed more understanding and dedication to that part of our heritage which will serve us best in these and future times.

America is by any measure the most successful republic in the world. It is comprised of people from every known geographic and ethnic origin. It grew from the soil of monarchy. What are the elements of the new system, made possible by the American Revolution, that have been of controlling importance in our growth and prosperity? What have been the shared qualities of individual Americans over the years that produced the desirable characteristics of our progress? What role has been played by our individual differences in producing our collective strength? Just what is the essence of an American? For each of us, "Who Am I, An American?"

Perhaps in seeking answers to the question "Who Am I, An American?" we might find answers—or partial answers—to other questions that are of great contemporary and future significance. This would be a quest of the human spirit as well as of the mind. We believe that it would be a meaningful and fruitful undertaking, and that it could and should be pursued on an organized basis.

During 1976, the Nation will observe the 200th anniversary of its Declaration of Independence. In addition to festive celebrations, this will be a year of intensive and comprehensive examination of all that America has been, is, and wants to become. It is appropriate that effort is now beginning at a national level—under guidance of the American Revolution Bicentennial Commission—to integrate plans and to assist in funding appropriate vehicles for commemorating this occasion. A corresponding Texas commission has recently been established to work with the National organization at a State level.

Lubbock should seek a major role in the National and State

Spirit of '76

Committee 70

plans for the Bicentennial We may well have a unique package of capability to contribute.

●As a people not too long from the frontier, we are neither too callous nor too cynical to truly feel the Spirit of '76 and to support on a community-wide basis the development of an environment in which visitors could feel that same spirit. We have the heart to contribute.

●In Texas Tech we have a major university with scholarship in each of the many areas of human endeavor that have interacted—and that continue to interact—to make our nation.

We have the intellect to contribute

●Important plans are now being formulated—and some are already being implemented—for a range of needed recreational, cultural, and convention facilities. By applying a central theme to these facilities we could shape them—without warping them—into key vehicles to implement a major role in the National and State plans for the Bicentennial.

●We have a unique theme for possible use in binding together a point of view that could unify our spiritual and intellectual contributions with the facilities that would be used to embody and to implement them. We can contribute a positive plan.

We also have the chance to benefit significantly from taking a major role in the national commemoration of the Declaration of Independence.

●Spirit is the stuff from which great achievements are made. A deep involvement in the "Spirit of '76" is simultaneously an involvement in the "Spirit needed for the 70's" to move Lubbock toward a desirable future.

●Enduring facilities, some perhaps built on a cost-sharing basis with the Nation and State, would remain to be used and enjoyed by citizens and visitors alike.

●A national identity—and a stronger regional identity—can only help in our efforts to bring conventions, trade shows, and other visitors to Lubbock. Quality facilities based upon a central theme would add to the unique attractiveness that we might create.

The Golden Anniversary of Texas Tech in 1975 is a second date in the decade of the 1970's that merits all-out observance by the Lubbock community. Texas Tech has grown to be a vital force for Lubbock, for Texas, and increasingly for the world. Its creation was a result of much the same kind of spirit that we seek to commemorate nationally in 1976. Its flourishing has been, in microcosm, analogous to our growth as a Nation.

Although the plans for Texas Tech's 50th anniversary are not yet complete, the expansion of tourist, cultural, and recreational resources should be considered in relation to their value in supporting the Golden Anniversary observance.

Additional structures and facilities for Lubbock are needed for many basic reasons. Among the needed facilities are those for recreation, for cultural enrichment, for conventions and trade shows, for agribusiness and industrial gatherings, and for tourists and visitors. To implement a major role for Lubbock in the nation's observance of the Declaration of Independence, and to remain as a continuing memorial to freedom and honor for citizen and visitor alike, are two of the basic reasons for timely development of these facilities.

Many specific suggestions and tangible proposals concerning research and facilities have grown out of the subcommittee's studies. These ideas and proposals will be available as a starting point for any committees, governmental units, and other groups charged with implementing the suggested goals.

Our individual and collective enthusiasm for certain facilities has been heightened by the prospects for applying the Freedom-Heritage theme to them, thus making them more meaningful to all our citizens and unifying them into an exciting package that would help give Lubbock a stronger regional and national identity.

In addition to utilizing a broad range of facilities for visual and dramatic interpretation of the American Heritage, it is specifically recommended that a Civic Center when built be dedicated as a memorial to our neighbors who have died in the defense of freedom.

GENERAL GOAL

**GENERAL
GOAL**

To honor, to perpetuate and to increase in Lubbock that combination of individual spirit and feeling of community which exemplifies the best of our American heritage.

To give the Lubbock community a singular identity and sense of direction.

The 200th Birthday of our nation offers a timely occasion for initiating an all-out effort to recognize and memorialize the ideas, the persons and the events that have contributed most significantly to winning and defending national freedom and honor. The 50th anniversary of Texas Tech University offers an opportunity for a coordinated effort.

We should strive through the application of a central Freedom-Heritage theme to develop community facilities exemplifying the American system at its best; an enthusiastic and unified community using a full partnership of private and public effort and utilizing its human and natural resources toward the continual betterment of life for all the people.

SPECIFIC GOALS

**SPECIFIC
GOALS**

1. **Secure for Lubbock a Regional role in the nation's celebration of its 200th birthday in 1976.**
Lubbock has the location, a positive plan and a unique capability to make a significant contribution to the Bicentennial and to the American people.
2. **Support the celebration of Texas Tech University's Golden Anniversary in 1975.**
Possibilities for a joint program of National and Tech anniversary observances should be explored. The combination would be mutually beneficial to the University and to the Lubbock community.
3. **Initiate a broad-based effort dedicated to the question, "Who Am I, An American?"**
The changing and/or constant values, attitudes and motivations of the American People have shaped our way of life and our heritage. Answers to this question hopefully would help us solve contemporary and future problems.
4. **Encourage active, broad involvement of the Lubbock academic community in an on-going program of research and exposition based upon "Who Am I, An American?"**
Research should be centered at Texas Tech and reach out to involve scholars and outstanding authorities nationwide.
5. **Focus national attention of Lubbock through this research.**

Seminars and the development of a Heritage Library on this subject would bring to Lubbock numerous outstanding researchers and other personalities.

- 6. Develop visual and dramatic forms for expressing, publicizing and exhibiting the theme "Who Am I, An American?" and "The American System at Its Best."**

To have impact on persons from every walk of life, the research must be interpreted through interesting and easily understood methods of communication.

- 7. Assure incorporation of these forms in public facilities that exist or that will be built in Lubbock.**

Incorporation should take place during the design phase where possible. These might include, but not be limited to, a Civic Center, recreational and leisure time facilities developed in connection with a Yellowhouse Canyon Lakes Project, a National or State Park at the Lubbock Lake Site, the ranch headquarters re-creation and other aspects of the ICASALS-Museum complex.

- 8. Establish a Repertory Theater to present specially written dramatizations on the Freedom-Heritage theme.**

These could be presented at the Civic Center, Ranch Headquarters, and elsewhere. They should involve all ethnic groups.

- 9. Encourage State, Regional and National conventions in Lubbock, particularly during the focal year of 1976.**

Local affiliates of civic and fraternal groups, women's clubs, religious, and business organizations should be encouraged to invite their respective groups to Lubbock.



TRANSPORTATION

W. B. "DUB" RUSHING, Chairman

Kenneth Abraham, William T. Battin,
Harold Chapman, Don Crow, Roy A. Middleton,
Charles B. Perry, Clyde K. Schneider

TRANSPORTATION

COMMITTEE 70

Since the dawn of civilization, transportation has been an essential ingredient for the growth and health of cities. Most of the great cities started because of natural transportation advantages, and their continued growth has depended upon the timely addition of railroads, highways, and air terminals in keeping with the advances of transportation technology.

Transportation is recognized as one of the top three or four critical problem areas facing our nation today. Movement of people and goods *between* cities or urban areas (Intercity Transportation) is one large facet of the problem; transportation *within* individual cities or urban areas (Intracity Transportation) is at least as large a problem.

Lubbock shares the transportation problems and opportunities of the nation. The priorities for us are not in all instances the same as the national priorities, but the similarities are more significant than the differences. A brief survey of the broader outlook on transportation systems will be of help in defining possible goals for Lubbock.

Intercity Transportation

Intercity transportation has been in the limelight for this big country since before the railroads began to push West. In our time, part of the emphasis is on the growth of the Interstate System to provide the means for handling the burgeoning truck, bus, and automobile traffic which has come to be a measure of the tempo in a modern economy. Railroads continue to carry a very large quantity of heavy freight, although growth in freight handling has been supplied principally by expansion in trucking during the past two decades or so. Highways are now—and are expected to remain—the fundamental lifelines of the cities.

Although the long-haul Interstate routes are vital, a much larger network (in terms of miles of road) is required to handle the traffic that must pass between an urban center and its surrounding region. This network of highways and farm-to-market roads is not currently on the critical list of national problems, but does deserve continual attention and improvement.

Air transport is the dramatic news in intercity transportation. The jet plane makes every city in the United States a technically

Transportation

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feasible terminal for direct flights to or from many foreign cities as well as any other city in the continental U.S. Air passenger traffic continues to grow at a percentage rate unprecedented in the history of transportation. With the advent of air buses, it is anticipated that yet another wave of growth will be initiated even before the previous wave has run its course.

The rate of growth in air freight transportation may soon exceed the growth rate for passengers. Commercialization of the C5A transport plane is expected to reduce the basic cost of air freight to within competitive range for ten to twenty times the number of freighting situations that now merit the use of air freight. Even without this new capability, growth in air freight has been dramatic.

But there are some real problems. Terminal facilities are already heavily loaded, and expansion room is not always available. More significantly, air space in the vicinity of major urban areas is becoming crowded. Technological aids kept up with the need for greater volumes of air traffic for many years, but the point is within sight when these aids may not be enough. Air space—like surface area—is in the final analysis a limited natural resource.

Although it took too long for us to accept the fact, intracity transportation is a more critical threat to the life of our cities than any other physical factor. In times past, a city was like a cluster of grapes, each grape being a center for working as well as for living. People lived near their work. Urban roads were used primarily for commerce. Later on, subways, surface trains, elevated trains, and buses began the evolution of intracity transportation that the private automobile has since moved toward an extreme. It is now required of any city that it accommodate to the fact that people who work in any part of the city may live in any other part of the city, or even well outside of it. There is no indication that this requirement for flexibility will decrease, but the difficulties in satisfying the requirement have become much greater. In leaving the problem to work itself out, the result has too often been congestion of paralytic proportions.

In comparison with the time it takes to plan and to build in order to correct the problem, congestion seems to arrive overnight. Congestion is deceptive for technical reasons. It can be shown that delay and inconvenience begin to increase noticeably only when a transportation network is nearing its capacity—and then only a small

additional increase in traffic beyond that level brings congestion into full bloom.

In each city that has become congested, areas of that city have begun to decay. Solving an area's traffic problems—after the onset of congestion—does not necessarily reverse the process of decay. Other dynamic factors are brought into play that are even harder to counter than congestion itself. The record suggests that congestion may be a fork in a one-way road, and that if a cross-street is not found quickly to get back on the main road it may be too late.

Over the past two decades, public transportation has withered in most cities. Once this trend began, it was difficult to stop even if one wanted to do so. The cause of the problem is a mixture of economics and convenience. Heavy demand for public transportation leads to economic efficiency and convenient schedules. A lightening of demand for any reason eventually forces a reduction in service and a higher cost per passenger-trip. These changes in price and service reduce demand still further. A downward trend tends to amplify itself.

Common use of the automobile started the downward trend in public transportation; congestion is now leading to ineffectiveness of the automobile at a time when public transportation systems do not offer a good alternative. Rebirth of effective public transportation systems—in perhaps new and creative forms—is already essential for the very lives of many cities.

A particular requirement placed on an intracity transportation system is that it must merge with the various intercity systems. The interfaces between these systems are common sources of difficulty.

EVALUATION

For the most part, Lubbock has grown in spite of a lack of advantages in transportation. Rail transportation has been available, but we have been at most a major spur off of the main lines. Similarly, Route 66 ran a hundred miles to the north of us and Route 80 ran two hundred miles to the south. Today we are still only modestly tied to Interstates, and we lack direct high-speed highway routes to major market areas even in our own State. In air transportation we have experienced a good rate of growth in proportion to our own economic activity, but we have not participated significantly in providing air-transport-related service that benefitted from the overall growth of national or international demand for air transportation.

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Air Transportation

There is reason to believe that a combination of unusually good flying weather and a good location from the standpoint of air routes may provide an exceptional opportunity for some city within a general radius of 200 miles of Lubbock to become a regional center for air freight traffic. Particularly when combined with the possibility of an increase in the export of meat and other perishables from our region, the importance of aggressive assessment of this opportunity by Lubbock seems evident. Weather conditions and free air space might also be major factors in decisions by airline companies to locate aircraft maintenance and repair depots in Lubbock for passenger planes, or freight planes, or both.

We need to move now by completing plans for expanded airport facilities, and then with all deliberate speed begin to implement these plans and to lay claim to a regional—and perhaps an international—role in the air age.

In expanding our ability to handle commercial air traffic, the needs of Reese Air Force Base should be kept clearly in view. Lubbock must remain attractive for military aviation.

A satellite airport should be built for general aviation, keeping the commercial port dedicated to its primary purposes.

Highway Transportation

On land, Lubbock needs high-speed, limited-access, 4-lane divided highways to the key market and population areas of Texas, to Denver, and to the West Coast. As the region's agricultural output shifts more to food, probably involving major quantities of perishables and certainly involving manufactured foods, the ability of our region to compete will be sorely restricted without these improvements in our ability to move goods. Specifically within Texas, we need Interstate-type roads to Fort Worth-Dallas, Austin-San Antonio, Houston, and the Gulf Coast.

It is also vital that we continue to improve other highways that connect Lubbock with the 25 to 30 counties in our immediate trade area. Some of these highways need to be 4-lane roads now. Lubbock must remain highly accessible from throughout this trade area in order to be able to continue to serve its Hub role for the region. Historically, a fourth of Lubbock's economy has depended upon trade within this region.

Looking nearer the city, we need to deal at an early date with the question of interchanges. To be effective, a transportation network must merge smoothly as it passes from outside the city into the city. As a small example, it is already urgent that an interchange be planned and built to replace the Tahoka traffic circle.

Intracity Transportation

Until the last few years, Lubbock had managed to avoid the kind of intracity traffic congestion that had cut into the efficiency and the pleasure of life in many other places. We can no longer be self-satisfied on this score. At some indeterminate point in the past we entered upon the threshold of this problem. Although still of manageable proportions, its growth is quite clear.

Some of the economic and blight problems of Downtown Lubbock can be traced directly to difficulties in transportation—including parking, which is an integral part of any urban transportation problem.

Downtown Lubbock is not alone in showing the strain and the after-effects of congestion. Nineteenth Street and Thirty-Fourth Street are already beyond the threshold of the congestion problem. It takes little imagination to envision further problems if steps are not taken to reverse the trend. Some other sections of the City are in various stages of traffic and parking difficulty.

The rapid movement of traffic from one section of Lubbock to another is increasingly difficult. For example, it may take longer to get from the Airport to South Lubbock than it takes to fly from Dallas. University Avenue, Avenue Q, Fourth Street, and other roads that carry airport traffic are growing more congested. Freeways—or other solutions to cross-town traffic—are greatly needed. Airport traffic is only an example of this need.

Increased congestion of intracity traffic is already a threat to the maintenance of our present 70 daily bus schedules. Bus service to and from Lubbock is good. It is important that the 70 daily schedules be maintained or increased to keep Lubbock accessible to others and to keep other cities accessible to Lubbock citizens who wish to use this form of transportation.

Public transportation within Lubbock has paralleled the fate of public transportation in other cities. In absolute numbers, there are probably more people in Lubbock who need public transportation today than in the past when it flourished. Expansion of our bus

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system may not be the way to go; national effort is focused on developing other alternatives. Without minimizing the very real problems, we must find a way to again provide quality public travel at an acceptable cost to the community.

Texas Tech Vicinity

Traffic in the neighborhood of Texas Tech is a special problem. Getting off of the campus may require as much as 15 minutes at certain times of the day. Both University Avenue and 19th Street are regularly congested. On-campus parking is strained; off-campus parking is virtually nonexistent. Although it is only a subset of the overall transportation problem in Lubbock, the vicinity of Texas Tech is important as the focus of activity for more than 20,000 of the adult population of Lubbock. The Tech campus is the location of our largest in-city industry. This area gives a great many visitors their principal impression of the Lubbock community.

The Lubbock community itself—and the management, the faculty, and the students of Texas Tech University—have a stake in the solution of the traffic problems around the University. It is important that a joint effort be made by all parties to provide real and lasting solutions.

It is not a purpose of this phase of the effort of Committee 70 to propose particular actions to be followed in reaching goals. However, it is worth noting that it is increasingly common in practice to use monorail systems for transporting people in places where the density of need is high, where the distances are relatively short, and where frequency of schedules is important. These are the basic conditions at Texas Tech. If joined to new areas of off-campus parking—perhaps high-rise parking garages, perhaps other kinds of space—monorails to and through the campus would be the modern solution to a part of the area's transportation problem.

SUMMARY

Some of the lessons that we in Lubbock can learn from older and larger cities are clear. Transportation systems must be planned. Patching-up, making-do, and piecemeal planning just do not work. The deplorable results obtained in other cities leave no doubt on that score. Congestion blights and sickens a city. Small, crowded arteries to other cities leave it isolated and impotent. Transportation planning

should lead—not follow—the growth of a city. The private automobile must be accommodated up to a point, but the effectiveness of public transportation systems must also be restored. The qualities of city life, as well as the quantity of the city's economic activity, depend upon success in transportation.

We will set transportation patterns in the decade of the 1970's that will either aid or hinder the growth and health of Lubbock for a much longer time to come. All of us have a stake in the solution of problems related to transportation. The active involvement of all segments of the community is needed.

The proposed General Goal on Transportation, shown on the following page, is followed by a set of Specific Goals that are proposed as the starting points for the planning of action.

TRANSPORTATION

COMMITTEE 70

GENERAL GOAL

**GENERAL
GOAL**

Assure that before 1980 transportation systems within Lubbock, and between Lubbock and other places, will not only avoid restraining the economy and the quality of life in Lubbock, but will be positive forces favoring them.

SPECIFIC GOALS

**SPECIFIC
GOALS**

1. Establish at Lubbock a major Regional or International Airport.

The opportunity exists for some city in our area to become a regional center for air freight traffic during the next decade.

Based upon the projected growth of the beef industry alone, air freight traffic could keep a large regional airport busy before 1980 carrying fresh meat to distant markets.

It is urgent that we move now to acquire land, or options on land, to pave the way for this vital future facility.

2. Define and promote an Interstate network that will provide a direct route from Lubbock to Denver on the west, to Fort Worth-Dallas on the east, and to Austin-San Antonio, Houston, and the Gulf Coast.

Interstate 27, now designated between Lubbock and Denver, provides an excellent starting point.

3. Establish a Commission to study and to advise on traffic patterns and parking regulations within and near the city.

Much can be accomplished without capital cost of any kind.

4. Establish a permanent committee composed of Tech Administration, Tech Students, City Staff, Chamber of Com-

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Committee 70

merce representatives to discuss and to solve traffic and parking problems in the vicinity of Texas Tech University.

Traffic problems in this area—including parking—are significant. Progress toward a solution is urgent.

5. Commission a design study for the location of freeways to handle crosstown traffic in Lubbock.

Minimum needs are for freeway routes connecting the Airport, Downtown Lubbock, Texas Tech, and South Lubbock. A comprehensive plan should result from a careful objective study by qualified traffic experts.

6. Conduct an engineering study of the exact needs for traffic routing and parking to eliminate congestion in Downtown Lubbock, on 19th Street, and on 34th Street.

Downtown Lubbock is an especially urgent problem, but other areas seem to be rapidly getting into trouble.

7. Replace the Tahoka Traffic Circle with a more effective interchange.

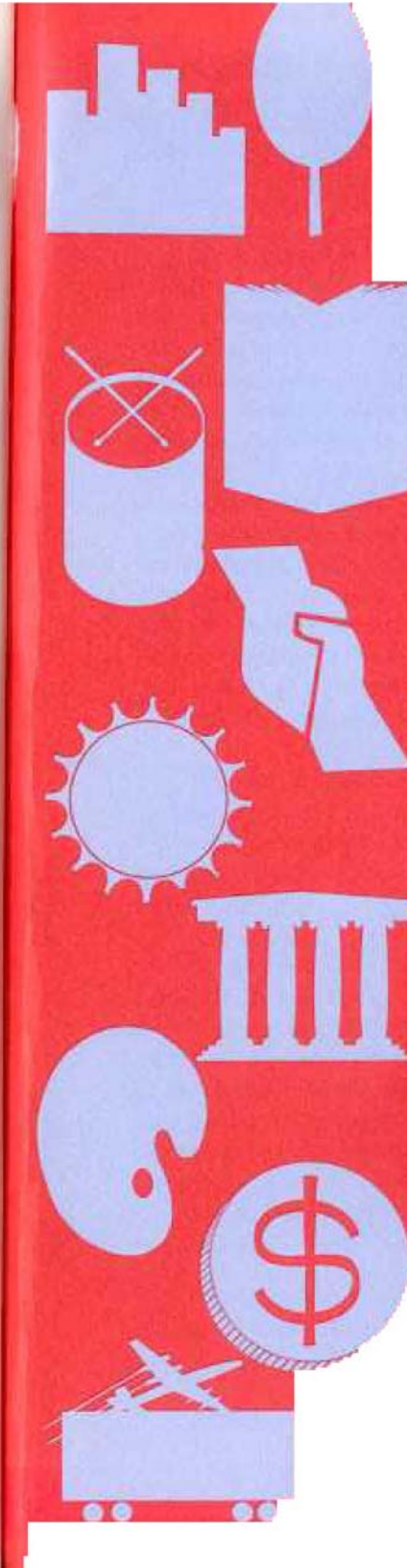
Congestion and questionable design make this interchange a confusing hazard.

8. Commission a design study to point the way toward a revitalized public transportation system in Lubbock.

II.

LUBBOCK'S GOALS FOR THE 70'S

MAJOR AREAS OF INTEREST



**MAJOR
AREAS OF
INTEREST**

MAJOR AREAS OF INTEREST

COMMITTEE 70

Each Subcommittee of Committee 70 was charged with the responsibility of proposing goals affecting a particular aspect of the community's development; for example, transportation, cultural activities, etc. While this approach insured thoroughness in planning for the community's future, there was necessarily an overlapping of the goals proposed by the various subcommittees. For example, the solution to our water problem ranked high in the proposed goals of both the Agriculture and Economy of the City Subcommittees. Committee 70 sought public evaluation of the goals as initially proposed in order to determine which goals the citizens favored and would presumably support implementation of during Phase III of the goals program. While all of the 83 specific goals listed under the Subcommittees in Section I received some support, certain suggested goals consistently received the strongest public endorsement and additional goals were suggested during the evaluation meetings. Arranged by major interest areas, the specific goals receiving the strongest public support were:

**Water: Resources—Development:* Provide aggressive leadership and support for the conservation and economic importation of water for agricultural irrigation, industrial and domestic uses for Texas in general and the High Plains area in particular. (Agriculture—1; Economy of the City—1)

**Economic Growth:* Promote the establishment of new industry in Lubbock that builds on our natural economic strengths. Increase the degree of vertical integration achieved in agricultural production through increased processing in Lubbock of the basic agricultural commodities of the Plains. Assure the development of systems to provide continual flow of timely, accurate and relevant statistics on the status and activities of agriculture and business in the Lubbock trade area. Accelerate the development of Lubbock as a broad-based regional center for medical and human rehabilitation services. (Economy—6, 7, 8; Agriculture—2, 7)

**Provide an Equal Opportunity for All to Participate in the Economic and Civic Life of the Community;* Develop mechanisms that will motivate and enable all citizens to become and feel directly

Major Areas Of Interest

Committee 70

involved in the governmental and civic processes of our City. Make equal opportunity a fact of life in Lubbock. Develop ways of getting responsible people from all ethnic groups and areas involved in local government. Recognize the contribution of each major ethnic group through our cultural heritage and seek out qualified representatives to participate in various cultural organizations. Assure adequate expansion of recreational programs for handicapped persons. Provide broad opportunities for the development of present and future leaders of Lubbock. Enable high school, college and university students to participate in the City's civic, cultural and governmental affairs to insure the development of programs to meet their needs and increase their understanding of our community and their role in its future. (Citizens' Contribution and Involvement—1, 3, 4, 6; Education—5; Recreation—6; Government and Taxation—6; Cultural Activities—5; Spirit of 76—6, 7, 8)

**Improve Municipal Government and Its Services:* Provide improved and expanded community educational facilities such as galleries, museums, concert halls and health related facilities, and in particular, better library facilities. Establish a means for continual evaluation of all branches of local government. Prepare a bilingual manual for use by individual citizens and groups to help them understand our system of government and how to work with it in getting things done. Develop proposals for formal cooperation among governments in the Lubbock region. Create a commission on architecture and urban design to assist in the redesigning of Lubbock into a more livable and beautiful city. Establish a city, county and Texas Tech committee to coordinate work and research on environmental pollution problems. Establishment of a City-County Juvenile Detention Home. (Government and Taxation—1, 2, 3; Education—6; Cultural Activities—1, 2; Municipal Facilities and Services—4, 9; Agriculture—3)

**Providing Vocational Training and Expanded Educational Opportunities:* Provide top-flight vocation-oriented training and education capabilities in Lubbock, with a positive emphasis on equal employment opportunities for all. Such programs should include broader acquaintance with vocational opportunities available; assurance of a prompt start in such training and continuing development of vocational education to assist in the need to update individual skills to match jobs. Provide additional opportunities for adult education. Provide universal

early childhood education, including programs for children who have special needs. (Economy of the City—2; Citizens' Contribution and Involvement—2; Education—1, 2, 3.)

**Development of a Civic Center:* Develop a Civic Center for the City of Lubbock to help establish the community as the extraordinary trade, recreation and activity center of West Texas and Eastern New Mexico. Particular emphasis should be placed upon becoming a regional center for agriculture and related events involving the people, products and equipment that constitute the food and natural fiber industries. Equally important, the Center should provide centrally located facilities for community affairs and for the City's cultural activities. (Municipal Facilities and Services—1; Economy of the City—3; Agriculture—4; Cultural Activities—3; Recreation and Entertainment—2; Spirit of 76—6, 7, 8, 9)

**Development of Recreational Facilities:* Creation of the eight lakes in Yellowhouse Canyon, fully utilizing the cultural and recreational opportunities that would be provided by the lakes. Develop the Comanche Canyon Park as a major tourist attraction of historical significance. Support the Lubbock Park and Recreation 1968 Master Plan. (Recreation and Entertainment—1, 3, 5; Cultural Activities—7; Municipal Facilities and Services—2; Spirit of 76—7, 8)

**Improvement of Regional Transportation Facilities:* Development of a major regional airport facility at Lubbock; design and promote an interstate highway network that will provide a direct route from Lubbock to Denver on the West; to Fort Worth-Dallas on the East, and Austin, San Antonio, Houston and the Gulf Coast. Assure the aggressive pursuit of planning and implementation of action to provide transportation systems for Lubbock that will lead, rather than merely avoid restraining, its economic growth. (Transportation—1, 2; Economy of the City—5; Municipal Facilities and Services—3)

**Expand Local Transportation System and Services:* Commission a design study for the location of freeways to handle cross-town traffic. Establish a commission to study and advise on traffic patterns and parking regulations; conduct studies to determine the exact needs of traffic routing and parking in order to eliminate congestion in downtown Lubbock, on 19th Street and on 34th Street. Develop a revitalized public transportation system for Lubbock. (Transportation—3, 5, 6, 8)

**Community Spirit: Development of a central Freedom-Heritage theme which, through academic research, seminars, exhibits and theater, would exemplify the American system at its best. Support the celebration of Texas Tech University's Golden Anniversary in 1975. (Spirit of '76—2, 3, 4, 5, 6, 8)*

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