

**City of Lubbock, TX  
Draft Strategic Plan  
Prioritized Goals and Strategies  
September 26, 2006**

**Goal 1: Develop excellent, innovative and sustainable public utility systems (water, sewer, storm water, solid waste, electric, and telecommunication) for Lubbock and the region.**

**Strategies**

- 1.1 Develop adequate water sources and transmission line capacity to deliver water supplies to Lubbock and meet peak day and annual use needs.
  - 1.1.1 Develop multiple ways to recycle and reuse Lubbock's waste water.
  - 1.1.2 Develop Lubbock's stormwater as a new water source, using downstream reservoirs (C4, LEDA, TT, S3, LCU).
  - 1.1.3 Support legislative initiatives that guarantee Lubbock's retention of ownership of its discharged water and stormwater in streambeds and groundwater where rights have been purchased.
- 1.2 Explore large-scale lower cost alternative sources for generating electrical power. (C1, TT, S1, LCU)
- 1.3 Reduce flood risks around playas and overflow areas between playas. (S1)
- 1.4 Develop a multi-level policy to minimize depletion of Lubbock's water sources.
  - 1.4.1 Promote the use of E-T "smart" irrigation systems
  - 1.4.2 Promote the use of groundwater and jerkwater for irrigation.
  - 1.4.3 Create incentives for residential uses to switch to indigenous grass lawns or xeriscapes.
  - 1.4.4 Update all parks irrigation systems to meet new water conservation requirements.
  - 1.4.5 Encourage smaller yards in residential developments to conserve water (LCVB, CofC, LEDA, TT, S3, C3, LCU).
- 1.5 Strictly enforce storm water permits and programs to assure high water quality in playas and the Canyon Lakes. (S1)
- 1.6 Implement a policy for playa lake ownership and development that would provide aesthetically pleasing dual-purpose playa lake areas.
- 1.7 Expand the storm water drainage master plan to include Northwest Lubbock. (S1)
- 1.8 Implement new and innovative Solid Waste programs.
  - 1.8.1 The construction of transfer stations and additional recycling drop-off centers (S1)

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- 1.8.2 Composting or bio-solids composting
- 1.8.3 Landfill gas to energy project at old landfill.
- 1.8.4 Expand recycling and waste management programs (household hazardous waste, electronics recycling, etc).
- 1.8.5 Expand large item collection programs for residential garbage customers (S1).
- 1.8.6 Develop a public education campaign that instructs residents on how to properly use the solid waste system (collection, recycling and disposal).
- 1.9 Update and enforce right-of-way and easement ordinances.
- 1.10 Implement contracts and tier-tipping fees to predict the waste stream/work load at the West Texas Regional Disposal Facility to increase efficiency. (S1)

Not Ranked

- Assure there are no negative legislative initiatives that would harm the agricultural uses of water. (CofC, S1, LCU) ? Whether this is an infrastructure issue. We agreed it was important, but more of an economic development issue.
- Update and revise the storm water utility billing system to be more uniform and equitable. (S1)
- Explore options for the development of a Wi-Fi System (S1, TT)

**Goal 2: Assure and sustain a healthy, safe and secure Community.**

**Strategies**

- 2.1 Meet national standard levels in Police, Fire, and Health for staffing, equipment, facilities and other related resources based on population and geography.
- 2.2 Upgrade and modernize the communication system for Police, Fire, Health and regional responders.
  - 2.2.1 Implement a citywide broadband system to increase functionality of mobile computing in Police, Fire and Codes vehicles.
  - 2.2.2 Develop an integrated communications plan for all first responders to communicate.
  - 2.2.3 Create a wireless network for regional responders.
- 2.3 Reduce STD incidences and publicize successes to improve Lubbock's image in this area.

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- 2.3.1 Create a task force to address issues of education to effected target groups.
- 2.4 Upgrade and modernize the Animal Shelter.
  - 2.4.1 Prioritize and study need and locations for new facility.
- 2.5 Develop a Traffic Safety Management System for the greater Lubbock area, required by the MPO and SAFETYLU.
  - 2.5.1 Improve partnerships with the County and Public Safety on Transportation issues.
- 2.6 Maintain current up-to-date building and fire codes.
- 2.7 Improve mental health service delivery to avoid the increase of MHMR clients being forced into the criminal justice system. (S2)
- 2.8 Improve the systems of prairie dog eradication and improve publicity on the reasons for the controls. (S3)
- 2.9 Establish Lubbock as a regional training center for all first responders.
  - 2.9.1 Improve incorporation of first responders to new Joint TXDOT/COL Traffic Management System.
- 2.10 Partner with non- profit groups to provide services and programs.
  - 2.10.1 Homeless population
  - 2.10.2 Energy assistance
  - 2.10.3 Rehabilitation

Not Ranked:

- Seek State and National recognition for outstanding safety accomplishments in Lubbock.

**Goal 3: Promote strong, coordinated economic development that provides opportunity for all citizens.**

**Strategies**

- 3.1 Create the “Model Downtown Development” through new and revitalization projects. (C4, LCVB, CofC, S3, RC) \*
  - 3.1.1 Baseball stadium complex
  - 3.1.2 Performing Arts Center
  - 3.1.3 Expand Civic Center and add business meeting space
  - 3.1.4 4-Star convention hotel
  - 3.1.5 College baseball hall of fame.
  - 3.1.6 Increase housing choices
  - 3.1.7 Provide incentives to infill vacant land with infrastructure in place
- 3.2 Increase funding amounts and sources for economic development. (C2, LEDA, S2, RC)
  - 3.2.1 Establish competitive incentive packages for business relocation opportunities to the Lubbock Region
- 3.3 Create a vibrant tourism and visitor attraction program (C2, LCVB, LEDA, TT, S3)
  - 3.3.1 Develop a Visitor Center of appropriate size and location to be successful
  - 3.3.2 Promote the entertainment venues in Lubbock
  - 3.3.3 Establish “way finding” signs along highways and Loop 289 to direct visitors to attractions and businesses. (LCVB)
- 3.4 Improve education opportunity partnerships with local government, other systems and businesses to meet business needs. \*
  - 3.4.1 Expand vocational training programs (CofC, S2)
  - 3.4.2 Upgrade skills of teachable single mothers out of the public school system or other unemployable heads of households.
  - 3.4.3 Construction trades
  - 3.4.4 truck drivers (C1, S1)
  - 3.4.5 Increase investments in Communities in Schools programs. (B-CofC)
- 3.5 Support and build on Lubbock’s strengths such as Bioscience, Biomedical, Biotechnology, Commercialization of Technology, and agriculture. (TT) (S1)

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- 3.5.1 Promote business/industrial potential of Preston Smith International Airport land and aggressively market. (S2)
- 3.6 Continue to promote and support the Ports-To-Plains transportation initiative. (S1)
- 3.7 Complete the rail transfer facility at Reese Center.
- 3.8 Emphasize partnering in “regionalism” in economic development.
- 3.9 Establish a unique image (“branding”) for Lubbock based on unique strengths and improve Lubbock’s image to “outside world”(C3, LCVB , CofC , LEDA, TT, S2, LCU)
- 3.10 Improve communication and coordination between LEDA, Chambers, City, Tech and Reese Technology Center. (C1, CofC, TT, S2, RC)
  - 3.10.1 Investigate consolidation of Chambers of Commerce.

Not Ranked

- Develop consistent programs and training for business friendliness.
- Become the “National Center for Geriatrics” (S1, TT)
- Protect against reductions in air service resulting from a possible repeal of the Wright Amendment. (LEDA, TT)
- Protect against the loss of state and federal funding for numerous services and programs. (S1, TT)
- Do not move the Tech/A&M game to the metro area. (C1, S1)
- Construct industry specific Business Incubator system (B-CofC)

**Goal 4: Develop excellent, innovative and sustainable transportation systems (ground transportation, mass transit and aviation) for Lubbock and the region.**

Strategies

- 4.1 Develop and implement a comprehensive street reconstruction and maintenance program.
- 4.2 Streamline operations and expand ridership for Citibus.
- 4.3 Support legislation that will enable the City to control and legitimately acquire the public right-of-way while accommodating utilities within the right-of-way.

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- 4.4 Provide adequate funding for the implementation of the Intelligent Transportation System and maintenance and upgrade of existing traffic control infrastructure in partnership with Texas Department of Transportation.
- 4.5 Implement the Preston Smith International Airport Master Plan.
- 4.6 Develop a systematic funding plan for the construction of thoroughfares ahead of growth and development.
- 4.7 Determine the feasibility of constructing an “Outer Loop” for Lubbock and the Region.
- 4.8 Develop plans and procedures that will attract more qualified contractors to bid and construct projects in Lubbock.
- 4.9 Develop and implement an Access Management Plan.

**Goal 5: Maintain and strengthen land use development for quality neighborhoods and a positive urban image.**

**Strategies**

- 5.1 Support initiatives to revitalize central and downtown Lubbock.
- 5.2 Create attractive “gateway” entrances on all major highway approaches to Lubbock.
  - 5.2.1 Complete corridor beautification of approaches to Preston Smith International Airport (C1, S2)
  - 5.2.2 Promote citywide beautification that is also water-wise. (S1)
- 5.3 Encourage high quality commercial and residential development on the rims of the Canyon Lakes System. (S1)
- 5.4 Emphasize enforcement of existing zoning, housing and building codes to maintain a strong and viable city by:
  - 5.4.1 Assuring the proper design, construction and inspection of new construction to avoid deterioration of the city’s built environment over time. (S1, TT)
  - 5.4.2 Upgrading deteriorating housing stock by initiation of housing code inspections of rental R-1, R-2 and multifamily housing. (C1, S1)
  - 5.4.3 Working with neighborhoods to identify and address area-specific issues.

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- 5.5 Support sustainable, rounded out growth patterns that use infrastructure and services more efficiently.
  - 5.5.1 Increase allowed land use densities and encourage innovative land use design to minimize urban sprawl.
  - 5.5.2 Encourage the Traditional Neighborhood Development TND concept for new residential and commercial development.
  - 5.5.3 Remove or mitigate negative land uses in southeast, east, and northeast Lubbock, such as wrecking yards and feed lots. (C2, TT, S2).
  - 5.5.4 Adopt the updated Comprehensive Land Use Plan to guide Lubbock as a “model city”. (RC, S1)
  - 5.5.5 Pursue legislation that coordinates with a County’s control over land use quality in the city’s ETJ, to avoid inheritance of substandard development in future annexations.
  - 5.5.6 Develop funding sources to keep up with infrastructure and service demands caused by new annexation. (S1)
- 5.6 Increase graffiti removal to discourage gang activity. (C1)
- 5.7 Collect on liens and/or foreclose on abandoned and deteriorating properties in downtown, north and east Lubbock and quickly remarket property for redevelopment. (TT, S1)
- 5.8 Improve Lubbock’s “open space” policy to avoid unsightly “storm drainage” holding ponds. (S2)
- 5.9 Expand the “Neighborhood Association” system to get greater involvement at all levels of political and civic opportunities.

**Goal 6: Develop and support innovative arts, cultural, entertainment and recreational programs and facilities.**

**Strategies**

- 6.1 Develop world-class facilities for the arts, entertainment and sporting events.
  - 6.1.1 Enlarge the Civic Center to attract more visitors and conferences (LCVB, CofC). (Also included under economic development)
  - 6.1.2 Develop a “multipurpose arena” that includes and emphasizes equestrian events. (LCVB).
  - 6.1.3 Support the development of performing arts facilities.
- 6.2 Update and Implement the Parks and Recreation Master Plan for Lubbock. (S1).

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- 6.2.1 Develop a comprehensive Bicycle Master Plan for Lubbock. (S4)
- 6.2.2 Develop a linear park in southwest Lubbock.
- 6.2.3 Improve existing and add more amateur sports facilities like soccer and softball. (LCVB, C1)
- 6.2.4 Provide beautiful parks and other green space with appropriate access for citizens.
- 6.3 Develop new and sustainable funding options for arts, culture development in Lubbock.
  - 6.3.1 Percent for arts, culture and recreation. (C3, LCVB, S1, TT)
- 6.4 Complete development of the Jim Bertram Canyon Lakes system including roadways and hike and bike trails.
  - 6.4.1 Find legislative/political relief for wetlands/cattail removal restrictions in the Canyon Lakes system.
  - 6.4.2 Create retail, restaurant, and entertainment along system (C3, RC).
  - 6.4.3 Connect the Entertainment District with the Canyon Lakes(C 1, S1).
  - 6.4.4 Develop new multicultural events
  - 6.4.5 International Cultural Festival in cooperation with the International Cultural Center at Tech along the Canyon Lakes. - Food, dress, music of the cultures. (S1, TT)
- 6.5 Support the expansion of the Depot Entertainment and Art Districts and make them safe and secure (LCVB, TT, S1)
- 6.6 Develop a “World Class” Centennial celebration for Lubbock’s 100<sup>th</sup> birthday. (C1)
- 6.7 Expand opportunities for alcohol sales concessions at festival and civic events and change current liquor sales restrictions. (LCVB, TT)

Not Ranked

- Institute new National and International speaker series.(TT)
- Improve advertising and marketing of events within the community and region (C1, S1) (believe this really is an action item that could be under almost all strategies)
- Mitigate the negative impacts of environmental permitting for new parks.
- Create a Master Plan for Library Services \* SW Growth \* New technologies \* Downtown Library (S1)

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- Construct infrastructure to host extreme sporting events with National sponsors. (B-CofC)

**Goal 7 : Maintain trustworthy governance and financial management that is effective and efficient.**

**Strategies**

- 7.1 Establish strong legislative and political ties that further Lubbock's and the region's best interest.
- 7.2 Improve the City's system(s) to disseminate information internally and externally to the public. (S1, C1)
  - 7.2.1 Develop an effective and efficient tracking and status system for citizen complaints.
  - 7.2.2 Improve customer service delivery at all levels of City services. (C1)
- 7.3 Maintain all municipal facilities and infrastructure to minimize major capital replacements.
- 7.4 Develop ways to increase municipal benefits while minimizing cost.
  - 7.4.1 Develop ways to minimize the rising energy costs on City operations (TT)
  - 7.4.2 Develop methods to minimize the impacts of rising health benefit costs
  - 7.4.3 Develop a city employee "corporate wellness program".(C1, CofC, S4, LCU)
- 7.5 Develop new and innovative ways to manage demands caused by new growth, TIF's and PID's (S1)
- 7.6 Develop a "pay-for-performance" compensation system for City employees, linked to implementation of the Strategic Plan.
  - 7.6.1 Address pay inequities between new employees and long-term employees(C2, S9)
- 7.7 Establish effective succession planning in key City positions, boards and elected officials(C1, S3, TT).
  - 7.7.1 Diversity on all Civic Boards and Committees (B-CofC)
- 7.8 Partner with other local entities to consider consolidation of selected administrative functions. (TT)
- 7.9 Partner with local training organizations to provide enhanced technical skills training to city employees. (S2)

**Strategic Plan  
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Not Ranked

- Establish consistent application of city employee policies. (C1)
- Mitigate the impacts of pending TCEQ and EPA revisions in policies and regulations.
- Continue to promote and support truth in taxation. (C 1)
- Adequately staff internal service/support departments to avoid bottlenecks for external operating departments. (S1)
- Continue expansion of the ITS (Intelligent Transportation Systems) (S1)
- Centralize Facilities Management to encompass all City buildings and facilities. (S1)
- Establish “Leadership Training Programs” at staff, boards, and elected officials levels. (LCU)

**Financial Integrity**

Financial integrity is an all-encompassing and over-arching resource limiting goal. Because resources are inherently limited, grid priorities are a necessity for decision makers.

The above goals will be reviewed and implemented in the framework of sound financial management. It is the responsibility of the City to provide trustworthy governance and to maintain financial integrity. Maintaining financial integrity encompasses the following: achievement of a high bond rating; setting a tax rate in keeping with Lubbock’s Truth in Taxation policy; setting fees to meet fiscally prudent adopted City Council financial policies; maintaining cash and investment reserves in the Risk and Health Benefit funds that are actuarially sound; maintenance of the General Fund balance reserves of 20% of General Fund Revenues; maintenance of capital infrastructure; and the maintenance of facilities.