

City of Brownsville Comprehensive Plan



Proposed Objectives and Lower Level Objectives

Economic, Infrastructure, Social, Civic, and Environment Dimensions

Draft Final

(Draft Final - Preliminary Draft Final - Input)



City of Brownsville Comprehensive Plan

Economic Dimension

Proposed Objectives and Lower Level Objectives

Draft Final

(Draft Final - Preliminary Draft Final - Input)

DIMENSION GOAL:		Economic - A community with a vibrant, robust, diverse, productive and growing economy that provides the economic resources, through the open and unfettered participation of the private, public and household sectors, needed to support the community's quality of life through the 10-yr planning period in a sustainable manner.				
SECTOR OBJECTIVE:		Households - A community with an active, employed, productive labor force, characterized by good paying jobs and high income/purchasing power.				
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	%	RANKING
Draft Final	Economic	N/A	Households	1. Want consistent net growth in formal quality jobs with benefits created from sustainable and growing industrial sectors to accommodate population growth and be uniformly distributed throughout the community (consistent reduction in unemployment) by district and demographics	33%	1
Draft Final	Economic	N/A	Households	2. Want consistent net growth and distribution in formal household disposable income	4%	5/6/7
Draft Final	Economic	N/A	Households	3. Want consistent reduction in number of discouraged unemployed individuals (Labor Participation)	8%	4/5
Draft Final	Economic	N/A	Households	4. Want consistent growth in labor productivity (output per unit cost)	8%	4/5
Draft Final	Economic	N/A	Households	5. Want consistent reduction in time and effort needed to find employment	4%	5/6/7
Draft Final	Economic	N/A	Households	6. Want to minimize "Brain Drain"	13%	3
Draft Final	Economic	N/A	Households	7. Want a better educated, bilingual workforce with more diverse skills	27%	2
Draft Final	Economic	N/A	Households	8. Want affordable cost of living conditions (housing, utilities, taxes, etc.)	2%	8
Preliminary Draft Final	Economic	N/A	Households	1. Want consistent net growth in jobs to accommodate population growth and be uniformly distributed throughout the community (Consistent reduction in unemployment) by district and demographics		
Preliminary Draft Final	Economic	N/A	Households	2. Want consistent growth and distribution in formal household disposable income		
Preliminary Draft Final	Economic	N/A	Households	3. Want consistent reduction in number of discouraged unemployed individuals (Labor Participation)		
Preliminary Draft Final	Economic	N/A	Households	4. Want consistent growth in labor productivity (output per unit cost)		
Preliminary Draft Final	Economic	N/A	Households	5. Want consistent reduction in time and effort needed to find employment		
Preliminary Draft Final	Economic	N/A	Households	6. Want consistent growth in share of jobs and income created from sustainable and growing industrial sectors		
Preliminary Draft Final	Economic	N/A	Households	7. Want consistent growth in share of jobs that are local, formal and full-time with full benefits (including workmen's compensation)		
Preliminary Draft Final	Economic	N/A	Households	8. Want to minimize "Brain Drain"		
Preliminary Draft Final	Economic	N/A	Households	9. Want a better educated, bilingual workforce with more diverse skills		
Preliminary Draft Final	Economic	N/A	Households	10. Want affordable cost of living conditions (housing, utilities, taxes, etc.)		

DIMENSION GOAL:	A community with a vibrant, robust, diverse, productive and growing economy that provides the economic resources, through the open and unfettered participation of the private, public and household sectors, needed to support the community's quality of life through the 10-yr planning period in a sustainable manner.					
SECTOR OBJECTIVE:	A community with an active, employed, productive labor force, characterized by good paying jobs and high income/purchasing power.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVE	COMMENT	RANKING
Stakeholders & Public Mtgs	Economic	N/A	Households	Create more and higher paying jobs and greater career opportunities		
Stakeholders & Public Mtgs	Economic	N/A	Households	Promote affordable cost of living conditions (housing, utilities, taxes, etc.)		
Stakeholders & Public Mtgs	Economic	N/A	Households	Improve community's workforce skills		
Workgroup	Economic	N/A	Households	Improve self image in our community through a Pride Building Campaign	Moved to Civic Engagement (objective & strategy)	
Workgroup	Economic	N/A	Households	City wide rally/campaign for the Imagine Brownsville Project	Moved to Civic Engagement - Leadership (strategy)	
Workgroup	Economic	N/A	Households	Job creation for college students		
Workgroup	Economic	N/A	Households	Better education	Moved to Social - Education	
Workgroup	Economic	N/A	Households	Better jobs		
Workgroup	Economic	N/A	Households	Increased enrollment at UTB	Moved to Social - Education Committee	
Workgroup	Economic	N/A	Households	Diversification of labor force		
Workgroup	Economic	N/A	Households	Lower property taxes & increase in quality of life	Moved to Economic - Public Sector	
Workgroup	Economic	N/A	Households	Less reliance on public assistance	Moved to Social - Equity	
Workgroup	Economic	N/A	Households	Leveraging/selling our resources to our local community	Moved to Civic - Institutional Cooperation/Economic-Public Sector (strategy)	
Workgroup	Economic	N/A	Households	More student housing & promotion/advertising of UTB	Moved to Social - Education Committee	
Workgroup	Economic	N/A	Households	Supporting entrepreneurship in Brownsville	Moved to Economic-Private Sector	
Workgroup	Economic	N/A	Households	Bilingual educated force		
Workgroup	Economic	N/A	Households	Development of new image of Downtown Brownsville	Moved to Social-Downtown Revitalization Committee (Strategy)	
Workgroup	Economic	N/A	Households			
Consulting Team	Economic	N/A	Households	1. Want net growth in jobs		
Consulting Team	Economic	N/A	Households	2. Want reduced number of discouraged unemployed individuals		
Consulting Team	Economic	N/A	Households	3. Want equitable and non-discriminatory distribution of employment among household groups		
Consulting Team	Economic	N/A	Households	4. Want greater household income		
Consulting Team	Economic	N/A	Households	5. Want consistent formal employment and formal employment growth		
Consulting Team	Economic	N/A	Households	6. Want full time employment		
Consulting Team	Economic	N/A	Households	7. Want consistent formal income and formal income growth		
Consulting Team	Economic	N/A	Households	8. Want consistent equitable and non-discriminatory labor utilization		
Consulting Team	Economic	N/A	Households	9. Want consistent and more diverse labor utilization		
Consulting Team	Economic	N/A	Households	10. Want greater labor productivity (e.g., workforce skills, bilingual capabilities, etc.)		
Consulting Team	Economic	N/A	Households	11. Want to minimize time and effort needed to find employment		
Consulting Team	Economic	N/A	Households	12. Want greater share of jobs and income to be created from sustainable and growing economic sectors		
Consulting Team	Economic	N/A	Households	13. Want jobs located within community		
Consulting Team	Economic	N/A	Households	14. Want higher paying jobs with full benefits		
Consulting Team	Economic	N/A	Households	15. Want greater personal disposable income		

DIMENSION GOAL:	Economic - A community with a vibrant, robust, diverse, productive and growing economy that provides the economic resources, through the open and unfettered participation of the private, public and household sectors, needed to support the community's quality of life through the 10-yr planning period in a sustainable manner.					
SECTOR OBJECTIVE:	Private - A community with a vibrant, diverse, productive and growing private sector with the capacity of creating employment, and sustaining and growing the local economy					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	%	RANKING
Draft Final	Economic	N/A	Private	1. Want consistent increases in local economic production (RGDP) - (creation of new firms and growth of existing firms)	5%	8
Draft Final	Economic	N/A	Private	2. Want consistent growth in number of high productivity/value firms in growing and sustainable sectors and in integrated and emerging industrial clusters that produce and export diversified products and services	13%	3/4
Draft Final	Economic	N/A	Private	3. Want to minimize turnover of firms due to non-competitive local factors (having "shovel-ready" sites)	18%	2
Draft Final	Economic	N/A	Private	4. Want affordable and competitive commercial utility rates, local taxes, and lower production costs	21%	1
Draft Final	Economic	N/A	Private	5. Want firms to reinvest in the community (e.g., workforce training, general education, infrastructure, arts, environment, sports, etc.)	13%	3/4
Draft Final	Economic	N/A	Private	6. Want a positive net regional export trade balance.	1%	9
Draft Final	Economic	N/A	Private	7. Want readily available access to affordable capital and Research and Development.	12%	5
Draft Final	Economic	N/A	Private	8. Want to create a culture of local entrepreneurship	11%	6
Draft Final	Economic	N/A	Private	9. Want to create incentive for existing and new firms to utilize local resources	8%	7
Preliminary Draft Final	Economic	N/A	Private	1. Want consistent increases in local economic production (RGDP) - (creation of new firms and growth of existing firms)		
Preliminary Draft Final	Economic	N/A	Private	2. Want consistent growth in number of high productivity/value firms in growing and sustainable sectors and in integrated and emerging industrial clusters		
Preliminary Draft Final	Economic	N/A	Private	3. Want to minimize turnover of firms due to non-competitive local factors		
Preliminary Draft Final	Economic	N/A	Private	4. Want affordable and competitive commercial utility rates and local taxes		
Preliminary Draft Final	Economic	N/A	Private	5. Want firms to reinvest in the community (e.g., workforce training, general education, infrastructure, arts, environment etc.)		
Preliminary Draft Final	Economic	N/A	Private	6. Want a positive net regional export trade balance.		
Preliminary Draft Final	Economic	N/A	Private	7. Want production and exports to be diversified (e.g., international firms, diverse products and services, etc.).		
Preliminary Draft Final	Economic	N/A	Private	8. Want readily available access to affordable capital and Research and Development.		
Preliminary Draft Final	Economic	N/A	Private	9. Want to create a culture of local entrepreneurship		
Preliminary Draft Final	Economic	N/A	Private	10. Want firms to utilize local resources.		

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SECTOR OBJECTIVE:		Private - A community with a vibrant, diverse, productive and growing private sector with the capacity of creating employment, and sustaining and growing the local economy				
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	SUB-OBJECTIVES	COMMENT	RANKING
Stakeholders & Public Mtgs	Economic	N/A	Private	Diversify our economy for long term-growth		
Stakeholders & Public Mtgs	Economic	N/A	Private	Create growth of new and existing businesses and economic development		
Workgroup	Economic	N/A	Private	Want high quality jobs	Move to Economic-Households	
Workgroup	Economic	N/A	Private	Want quality training programs and firms	Moved (training program) to Economic-Households	
Workgroup	Economic	N/A	Private	Want providers of goods and Services distributed throughout the Community	Moved to Social - Landuse	
Workgroup	Economic	N/A	Private	Want higher value firms and Industries		
Workgroup	Economic	N/A	Private	Want a downtown area that caters to student population (i.e.. 6th Street)	Moved to Social-Downtown revitalization	
Workgroup	Economic	N/A	Private	Want firms that are in strong industries & that that generate offshoot businesses.		
Workgroup	Economic	N/A	Private	Reduce # of firms leaving community due to non-competitiveness of community		
Workgroup	Economic	N/A	Private	income and formal income growth	Move to Economic-Households	
Workgroup	Economic	N/A	Private	Want consistent equitable and non-discriminatory labor utilization	Move to Economic-Households	
Workgroup	Economic	N/A	Private	Want consistent labor participation	Move to Economic-Households	
Workgroup	Economic	N/A	Private	Want higher/competitive salaries	Move to Economic-Households	
Workgroup	Economic	N/A	Private	Want firms that utilize local resources		
Workgroup	Economic	N/A	Private	Want firms that reinvest in Community		
Workgroup	Economic	N/A	Private	Want access to capital.		
Workgroup	Economic	N/A	Private	Want programs that provide incentives for private investment in infrastructure.	Move to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Workgroup	Economic	N/A	Private	Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Workgroup	Economic	N/A	Private	Want firms that are in emerging markets		
Workgroup	Economic	N/A	Private	Want firms that are willing to invest in education/social/environmental areas of the community		
Consulting Team	Economic	N/A	Private	1. Want to increase local economic production (RGDP)		
Consulting Team	Economic	N/A	Private	2. Want to increase number of firms/industries		
Consulting Team	Economic	N/A	Private	3. Want consistent RGDP		
Consulting Team	Economic	N/A	Private	4. Want consistent growth in number of firms/industries		
Consulting Team	Economic	N/A	Private	5. Want to minimize turnover of firms		
Consulting Team	Economic	N/A	Private	6. Want to lower production costs (e.g., labor, utilities, taxes etc.)		
Consulting Team	Economic	N/A	Private	7. Want increased profits		
Consulting Team	Economic	N/A	Private	8. Want integrated industrial clusters		
Consulting Team	Economic	N/A	Private	9. Want firms to reinvest profits and capital in the community		
Consulting Team	Economic	N/A	Private	10. Want stable profits		
Consulting Team	Economic	N/A	Private	11. Want emerging industrial clusters		
Consulting Team	Economic	N/A	Private	12. Want production and exports to be diversified		
Consulting Team	Economic	N/A	Private	13. Want a positive net regional export trade balance		
Consulting Team	Economic	N/A	Private	14. Want production to come from growing and sustainable sectors		

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SECTOR OBJECTIVE:	Public - A community with a public sector working in partnership with the private sector and households to provide the social overhead capital and public sector services needed to promote economic development and sustainable growth					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	%	RANKING
Draft Final	Economic	N/A	Public	1. Want to maximize public sector investment capacity (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts, etc.) and access capital at competitive rates.	8%	5/6/7/8
Draft Final	Economic	N/A	Public	2. Want tax rate for all local taxing entities to be equitable, affordable and competitive.	10%	4
Draft Final	Economic	N/A	Public	3. Want all public sector entities (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts etc.) to be financially sound and sustainable.	8%	5/6/7/8
Draft Final	Economic	N/A	Public	4. Want all public sector services and capital improvements to be delivered and maintained in a sustainable, reliable and cost effective manner, and distributed fairly and equitably.	12%	3
Draft Final	Economic	N/A	Public	5. Want all public sector service fees to be equitable, affordable and competitive.	8%	5/6/7/8
Draft Final	Economic	N/A	Public	6. Want positive and increasing net tax transfers with state and federal governments (e.g., increase federal and state funding)	22%	1
Draft Final	Economic	N/A	Public	7. Want to increase and diversify public sector income sources.	6%	9
Draft Final	Economic	N/A	Public	8. Want public sector operations that recover, conserve and reuse natural resources and comply with environmental regulations.	8%	5/6/7/8
Draft Final	Economic	N/A	Public	9. Want a public sector that creates and utilizes local resources and conditions conducive to the strengthening of existing firms, and the recruitment of new employers for new local job creation.	18%	2
Draft Final	Economic	N/A	Public	1. Want to maximize public sector investment capacity (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts, etc.) and access capital at competitive rates.		
Draft Final	Economic	N/A	Public	2. Want public sector tax rate for all local taxing entities to be equitable, affordable and competitive.		
Draft Final	Economic	N/A	Public	3. Want all public sector entities (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts etc.) to be financially sound and sustainable.		
Draft Final	Economic	N/A	Public	4. Want all public sector services to be delivered in a sustainable, reliable and cost effective manner that results in high consumer satisfaction		
Draft Final	Economic	N/A	Public	5. Want allocation of all public sector capital improvements and services within community to be properly maintained and distributed in a fair and equitable manner		
Draft Final	Economic	N/A	Public	6. Want all public sector service fees to be equitable, affordable and competitive.		
Draft Final	Economic	N/A	Public	7. Want positive and increasing net trade tax balance with state and federal governments (e.g., increase federal and state funding)		
Draft Final	Economic	N/A	Public	8. Want diversification and increases in public sector income sources		
Draft Final	Economic	N/A	Public	9. Want public sector operations that recover, conserve and reuse natural resources and comply with environmental regulations		
Draft Final	Economic	N/A	Public	10. Want public sector services and investments that utilize local resources and create local jobs		
Draft Final	Economic	N/A	Public	11. Want a public sector that creates conditions that are conducive to the strengthening of existing firms, recruitment of new firms and promotes economic development		

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SECTOR OBJECTIVE:		Public - A community with a public sector working in partnership with the private sector and households to provide the social overhead capital and public sector services needed to promote economic development and sustainable growth				
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	SUB-OBJECTIVES	COMMENT	RANKING
Stakeholders & Public Mtgs	Economic	N/A	Public	Promote a financially sound and stable city government.		
Stakeholders & Public Mtgs	Economic	N/A	Public	Establish a fair and equitable tax base that supports city services and facilities.		
Workgroup	Economic	N/A	Public	Public-private partnership to improve community workforce	Strategy	
Workgroup	Economic	N/A	Public	Infrastructure / hi tech to support growth	Moved to Infrastructure/Econ - Public Sector (Strategy)	
Workgroup	Economic	N/A	Public	Fully of income source and information	?	
Workgroup	Economic	N/A	Public	One stop center	Economic-Public Sector (Strategy)	
Workgroup	Economic	N/A	Public	Highly skilled and educated citizens	Moved to Social-Education/Econ-Households	
Workgroup	Economic	N/A	Public	Need a way to ID proper desired areas of need	Strategy	
Workgroup	Economic	N/A	Public	Attract new employers and higher paid jobs/ meaningful / sustainable	Moved to Economic-Private Sector-Household Sector	
Workgroup	Economic	N/A	Public	Diverse mix of manufacturing, service and technology	Moved to Economic-Private Sector	
Workgroup	Economic	N/A	Public	Foreign companies seeking expansion into USA (non-US, Indian, Pakistan, Chinese, Mexico) who want to access South America by maximizing our	Moved to Economic-Private Sector	
Workgroup	Economic	N/A	Public	Strong vigorous port	Moved to Infrastructure/Transportation/Maritime	
Workgroup	Economic	N/A	Public	Apply tax revenues to efficiency		
Workgroup	Economic	N/A	Public	We want effective sources of FED and STATE funds and sources of capital		
Workgroup	Economic	N/A	Public	Reliable source of funding to support development of financially feasible public projects		
Workgroup	Economic	N/A	Public	Expertise to help development and effect partnership among academic / government / business to advance economy	Strategy	
Workgroup	Economic	N/A	Public	Market Brownsville a desirable area for new business (e.g. Wall Street)	Strategy	
Workgroup	Economic	N/A	Public	Promote industries that focus on emerging technologies	Moved to Economic-Private Sector	
Workgroup	Economic	N/A	Public	Coordinate economic development efforts	Moved to Civic-Interinstitutional Cooperation/Land Use-Commercial/Industrial	
Workgroup	Economic	N/A	Public	Want our industrial sectors to be in certain areas	Moved to Social-Industrial Land Use	
Workgroup	Economic	N/A	Public	Need to educate our personnel e.g. engineering	Moved to Economic-Households/Social-Education	
Workgroup	Economic	N/A	Public	Educate local persons to potential business	Strategy	
Workgroup	Economic	N/A	Public	Local PUB must be competitive with services provided; maybe have them own power plant	Objective/Moved to Infrastructure-Utilities (Strategy)	
Workgroup	Economic	N/A	Public	PUB must expand rate of growth without having to increase rates; must be sound financially.		
Workgroup	Economic	N/A	Public	Tax rate must be lowered instead of increasing		
Workgroup	Economic	N/A	Public	PUB must find another way or source to make money instead of keeping going into pocket of citizens. They need to plan and do something now. Build our own	Strategy	
Workgroup	Economic	N/A	Public	PUB needs to maintain everything and need to charge developers correct amounts	Moved to Infrastructure-Utilities/Social-Land Use-Residential/Commercial-Housing	
Workgroup	Economic	N/A	Public	City needs to be clean; no potholes; landscaping trimmed and mowed, palm trees cleaned.	Moved to Environmental - Aesthetics/Beautification/Infrastructure-Transportation	
Workgroup	Economic	N/A	Public	City make residences keep their properties mowed and clean	Moved to Social-Land Use-Residential/Housing	
Workgroup	Economic	N/A	Public	City needs traffic lights that have left turn signals on all intersections	Moved to Infrastructure-Transportation	
Workgroup	Economic	N/A	Public	City needs streets built wider and with sidewalks as standard	Moved to Infrastructure-Transportation and Social-Land Use	
Workgroup	Economic	N/A	Public	BISD needs to get back to basics and educate our students; our students are not making it University and that is because they are not being prepared properly. Their focus is too much on TAAS that they don't teach basics	Moved to Social-Education	
Workgroup	Economic	N/A	Public	BISD needs to stay focused on the dropout rates and are doing nothing to correct it	Moved to Social-Education	
Workgroup	Economic	N/A	Public	BISD administrators do not put any attention to teach basics or principles. No communication. Administration acts like dictators.	Moved to Social-Education	

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	SUB-OBJECTIVES	COMMENT	RANKING
Workgroup	Economic	N/A	Public	Social overhead capital mentioned in the public sector objective statement needs the following added: must be cost effective and 100% efficient.		
Workgroup	Economic	N/A	Public	Roads need better planning for flow of traffic; plan for more width for the next 10-20 years, not present – build roads to last longer and better maintenance	Moved to Infrastructure-Transportation	
Workgroup	Economic	N/A	Public	City must operate efficient and eliminate excess personnel		
Workgroup	Economic	N/A	Public	Create New Jobs in Targeted sectors	Moved to Economic-Households/Economic-Private	
Workgroup	Economic	N/A	Public	Increase Employment	Moved to Economic-Households	
Workgroup	Economic	N/A	Public	Support and maintain a safe, healthy and high performing workforce	Moved to Economic-Households	
Workgroup	Economic	N/A	Public	Reduce High School drop-out rate	Moved to Social-Education	
Workgroup	Economic	N/A	Public	Increase percentage of workforce with post-secondary education or training	Moved to Social-Education and Economic-Households	
Workgroup	Economic	N/A	Public	Develop downtown economic development plan	Moved to Social-Downtown revitalization	
Workgroup	Economic	N/A	Public	Increase number of businesses downtown	Moved to Social-Downtown revitalization/Economic-private sector	
Workgroup	Economic	N/A	Public	Incubate new businesses downtown through incubator	Moved to Social-Downtown revitalization/Economic-private sector (strategy)	
Workgroup	Economic	N/A	Public	Increase sales tax dollars generated by downtown district	Moved to Social-Downtown revitalization/Economic-private sector	
Workgroup	Economic	N/A	Public	Grow or recruit new businesses	Moved to Economic-private sector	
Workgroup	Economic	N/A	Public	Target economic development resources to grow and recruit strategic high technology and international sectors	Moved to Economic-private sector (Strategy)	
Workgroup	Economic	N/A	Public	Encourage community culture of entrepreneurship	Moved to Economic-Private Sector	
Workgroup	Economic	N/A	Public	Compare favorable in each designated cost of living category	Moved to Economic-Households	
Workgroup	Economic	N/A	Public	Increase median family income	Moved to Economic-households/Social-equity	
Workgroup	Economic	N/A	Public	Increase number of workers covered by workman's compensation	Moved to Economic-households	
Workgroup	Economic	N/A	Public	Further diversify Brownsville's economy	Moved to Economic-private Sector	
Workgroup	Economic	N/A	Public	Identify five strategic sector for economic development support	Moved to Economic-Private Sector (Strategy)	
Consulting Team	Economic	N/A	Public	1. Want sufficient public sector investment capacity available to meet community demands		
Consulting Team	Economic	N/A	Public	2. Want public sector services available to meet community demands		
Consulting Team	Economic	N/A	Public	3. Want equitable and non-discriminatory allocation of investments within community		
Consulting Team	Economic	N/A	Public	4. Want equitable and non-discriminatory allocation of public sector services within community		
Consulting Team	Economic	N/A	Public	5. Want consistent public sector capacity available to meet community demands		
Consulting Team	Economic	N/A	Public	6. Want reliable public sector services to meet community demands		
Consulting Team	Economic	N/A	Public	7. Want public sector services to be delivered in a cost effective manner		
Consulting Team	Economic	N/A	Public	8. Want cost of raising public sector investment capital to be competitive		
Consulting Team	Economic	N/A	Public	9. Want public sector tax rate to be affordable and competitive		
Consulting Team	Economic	N/A	Public	10. Want public sector tax rate burden distributed in a fair and equitable manner		
Consulting Team	Economic	N/A	Public	11. Want positive net trade tax balance with state and federal governments		
Consulting Team	Economic	N/A	Public	12. Want a financially sound and sustainable public sector		
Consulting Team	Economic	N/A	Public	13. Want diversification of public sector income sources		
Consulting Team	Economic	N/A	Public	14. Want public sector operations that recover, conserve and reuse natural resources and comply with environmental regulations		
Consulting Team	Economic	N/A	Public	15. Want greater return on public sector investments		
Consulting Team	Economic	N/A	Public	16. Want high consumer satisfaction with delivered public sector services		



City of Brownsville Comprehensive Plan

Infrastructure Dimension

Proposed Objectives and Lower Level Objectives

Draft Final

(Draft Final - Preliminary Draft Final - Input)

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Surface Transportation: A community with quality delivery of surface transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Transportation	Surface	1. Want sufficient and well maintained regional/international, multi-modal surface transportation service system capacity that meets community's current and future demands for domestic and commercial mobility uniformly throughout the community		25%	2
Draft Final	Infrastructure	Transportation	Surface	2. Want a multi-modal surface transportation service that is safe, hardened against disaster related service interruptions, reliable, convenient with minimal delays uniformly throughout the community		20%	3
Draft Final	Infrastructure	Transportation	Surface	3. Want a cost-efficient, financially sustainable, multi-modal surface transportation system that maximizes external funding sources, preserves the existing system's mobility, minimizes the need for new transportation investments and distributes life cycle costs among public and private sectors in an equitable manner		10%	4/5
Draft Final	Infrastructure	Transportation	Surface	4. Want high consumer satisfaction with overall level of surface transportation service		5%	6
Draft Final	Infrastructure	Transportation	Surface	5. Want a surface transportation service system that is an integrated part of an efficient and comprehensive regional/international multi-modal transportation and logistics system that promotes improved regional economic development and quality of life		10%	4/5
Draft Final	Infrastructure	Transportation	Surface	6. Want transportation user fees (including toll road and public transit fees) to be competitive, equitable, stable and affordable		0%	7
Draft Final	Infrastructure	Transportation	Surface	7. Provide for adequate personnel and resources to obtain needed roadway ROW for expansion of the roadway network and addressing congested problems.		30%	1
Preliminary Draft Final	Infrastructure	Transportation	Surface	1. Want sufficient and well maintained regional/international, multi-modal surface transportation service system capacity that meets community's current and future demands for domestic and commercial mobility uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Transportation	Surface	2. Want a multi-modal surface transportation service that is safe, hardened against disaster related service interruptions, reliable, convenient with minimal delays uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Transportation	Surface	3. Want a cost-efficient, financially sustainable, multi-modal surface transportation system that maximizes external funding sources, preserves the existing system's mobility, minimizes the need for new transportation investments and distributes life cycle costs among public and private sectors in an equitable manner			
Preliminary Draft Final	Infrastructure	Transportation	Surface	4. Want high consumer satisfaction with overall level of surface transportation service			
Preliminary Draft Final	Infrastructure	Transportation	Surface	5. Want a surface transportation service system that is an integrated part of an efficient and comprehensive regional/international multi-modal transportation and logistics system that promotes improved regional economic development and quality of life			
Preliminary Draft Final	Infrastructure	Transportation	Surface	6. Want transportation user fees (including toll road and public transit fees) to be competitive, equitable, stable and affordable			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Surface Transportation: A community with quality delivery of surface transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Transportation	Surface Transportation	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Transportation	Surface Transportation	Improve conditions of city streets		
Stakeholders & Public	Infrastructure	Transportation	Surface Transportation	Create a managed traffic flow and thoroughfare system (fewer traffic jams and shorter commutes to work, and shopping and entertainment)		
Stakeholders & Public	Infrastructure	Transportation	Surface Transportation	Create a clean, safe and efficient multimodal transportation network (automobiles, buses, bicycles, airplanes etc.)		
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide multi-modal surface transportation service to be available at point of demand		
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide availability of multi-modal surface transportation level of service that is equitable and safe		
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide public transit service to be available and accessible at point of demand		
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide multi-modal surface transportation service that is reliable convenient and free of delays		
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide a public transit user fee that is affordable, fair and equitable		
Workgroup	Infrastructure	Transportation	Surface Transportation	Promote preservation (mobility) of the existing surface transportation infrastructure; by use of various alternative strategies—(eg. telecommuting, ride share programs, intelligent transportation systems)	Strategies: telecommuting, ride share programs, intelligent transportation systems	
Workgroup	Infrastructure	Transportation	Surface Transportation	Identify and evaluate alternative strategies (including provision of incentives) which diminish the need for new transportation investments to meet future mobility needs	Strategies	
Workgroup	Infrastructure	Transportation	Surface Transportation	Provide management systems to monitor the effectiveness of surface transportation	strategy. Combined with monitoring level of customer satisfaction	
Workgroup	Infrastructure	Transportation	Surface Transportation	Utilize context-sensitive design solutions that will result in attractive transportation infrastructure that supports the community's character and quality of life.	moved to Environmental/aesthetics and Social/land use	
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want roadway transportation service to be available at point of demand		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want availability of roadway transportation level of service to be equitable and non-discriminatory	Non-Discriminatory attribute moved to Social-Equity	
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want public transit service to be available at point of demand		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want availability of public transportation level of service to be equitable and non-discriminatory		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want surface transportation service to be reliable		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want public transportation service to be reliable		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a life-cycle cost per unit roadway length that is cost efficient		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a public transit user fee that is competitive		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a public transit user fee that is affordable		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a public transit user fee that is fair and equitable		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want alternative transportation options		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a financially sound public transportation system		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a stable public transit rate structure		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want sufficient years of available roadway capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a well maintained roadway and public transit system		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want a safe transportation system		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want short travel/commute times		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want improved street pavement conditions		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want short international (bridge) travel times		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want prompt and courteous response to service repair interruptions		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want high consumer satisfaction with overall level of service		
Consulting Team	Infrastructure	Transportation	Surface Transportation	Want short travel times for public transit		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Public	Infrastructure	Transportation	Surface	City needs to be clean; no potholes; landscaping trimmed and mowed, palm trees cleaned.	Moved to Environmental - Aesthetics/Beautification/Infrastructure-Transportation	
Economic-Public	Infrastructure	Transportation	Surface	City needs traffic lights that have left turn signals on all intersections	Moved to Infrastructure-Transportation	
Economic-Public	Infrastructure	Transportation	Surface	City needs streets built wider and with sidewalks as standard	Moved to Infrastructure-Transportation and Social-Land Use	
Economic-Public	Infrastructure	Transportation	Surface	Roads need better planning for flow of traffic; plan for more width for the next 10-20 years, not present – build roads to last longer and better maintenance planning	Moved to Infrastructure-Transportation	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Port Transportation: A community with quality delivery of ports/waterways sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Transportation	Port Transportation	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Transportation	Port Transportation	Create a clean, safe and efficient multimodal transportation network (automobiles, buses, bicycles, airplanes etc.)		
Workgroup	Infrastructure	Transportation	Port Transportation	Want multiple cargo modalities; i.e. bulk, container, barge and intermodal		
Workgroup	Infrastructure	Transportation	Port Transportation	Want infrastructure to support deeper draft vessels		
Workgroup	Infrastructure	Transportation	Port Transportation	Want availability of multiple modes of access and distribution to/from Port and waterways		
Workgroup	Infrastructure	Transportation	Port Transportation	Want port cargo transportation service routes to be dependable and reliable		
Workgroup	Infrastructure	Transportation	Port Transportation	Want continuous, reliable maintenance of infrastructure and channel		
Workgroup	Infrastructure	Transportation	Port Transportation	Want port life-cycle unit shipping costs that produce a suitable return on investment		
Workgroup	Infrastructure	Transportation	Port Transportation	Want a tax rate per unit delivered level of service that is competitive and equitable		
Workgroup	Infrastructure	Transportation	Port Transportation	Want competitive and equitable port land lease rates		
Workgroup	Infrastructure	Transportation	Port Transportation	Want port services that are convenient and attractive to various adjacent communities		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want port cargo transportation service to be available to major trade centers worldwide		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want port cargo transportation service to be reliable		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want port life-cycle unit shipping costs that are cost efficient		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want port shipping costs that are competitive		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a tax rate per unit delivered level of service that is competitive		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a tax rate per unit delivered level of service that is affordable		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a tax rate per unit delivered level of service that is equitable		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a financially sound port system operation (including lease operations) and a producer of net economic benefits to community		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a well maintained port system		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want a port system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want low and predictable cargo travel time to major trade centers worldwide		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want convenient port location with multiple and efficient intermodal connections		
Consulting Team	Infrastructure	Transportation	Port Transportation	Want high consumer satisfaction with overall level of service		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Private	Infrastructure	N/A		Infrastructure / hi tech to support growth	Moved to Infrastructure/Econ - Public Sector (Strategy)	
Economic-Private	Infrastructure	Transportation	Maritime	Strong vigorous port	Moved to Infrastructure/Transportation/Maritime	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation : A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Airport Transportation: A community with quality delivery of aviation transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Transportation	Airport	1. Want sufficient and well maintained regional/international, passenger/cargo/general aviation air transportation and commercial leasing service systems capacity (e.g., protected airspace and approaches, parking, customs, baggage handling, runways, land, etc.) that meets community's current and future demands		30%	1
Draft Final	Infrastructure	Transportation	Airport	2. Want an airport transportation service system that is an integrated part of an efficient regional/international, multi-modal transportation and logistics system that promotes improved economic development and quality of life		20%	3
Draft Final	Infrastructure	Transportation	Airport	3. Want a conveniently located airport that provides sufficient and redundant flights/carriers to all major regional/national/international destinations safely, hardened against disaster related service interruptions, reliably and conveniently with competitive, expedited and predictable travel times		25%	2
Draft Final	Infrastructure	Transportation	Airport	4. Want a financially sustainable airport system with efficient and competitive life cycle costs, with sufficient and reliable capital capacity that maximizes external funding sources, with growing passenger/cargo/general aviation revenues and rents that are competitive and equitable, and that produces a suitable return on investment		15%	4
Draft Final	Infrastructure	Transportation	Airport	5. Want an airport system that recovers and reuses natural resources and complies with environmental and other applicable (FAA) regulations in a sustainable manner		4%	6
Draft Final	Infrastructure	Transportation	Airport	6. Want high consumer satisfaction with overall level of airport transportation service		6%	5
Preliminary Draft Final	Infrastructure	Transportation	Airport	1. Want sufficient and well maintained regional/international, passenger/cargo/general aviation air transportation service system capacity (including parking, customs, baggage handling, runways, land, etc.) that meets community's current and future demands			
Preliminary Draft Final	Infrastructure	Transportation	Airport	2. Want an airport transportation service system that is an integrated part of an efficient regional/international, multi-modal transportation and logistics system that promotes improved economic development and quality of life			
Preliminary Draft Final	Infrastructure	Transportation	Airport	3. Want a conveniently located airport that provides sufficient and redundant flights/carriers to all major regional/national/international destinations in a safe/secure, hardened against disaster related service interruptions, reliable and convenient manner with competitive, expedited and predictable travel times			
Preliminary Draft Final	Infrastructure	Transportation	Airport	4. Want a financially sustainable airport system with efficient and competitive life cycle costs, with sufficient and reliable capital capacity that maximizes external funding sources, with growing passenger/cargo/general aviation rates and land lease fees that are competitive and equitable, and that produces a suitable return on investment			
Preliminary Draft Final	Infrastructure	Transportation	Airport	5. Want an airport system that recovers and reuses natural resources and complies with environmental and other applicable (FAA) regulations in a sustainable manner			
Preliminary Draft Final	Infrastructure	Transportation	Airport	6. Want high consumer satisfaction with overall level of airport transportation service			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation : A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Airport Transportation: A community with quality delivery of aviation transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Transportation	Aviation	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Transportation	Aviation	Create a clean, safe and efficient multimodal transportation network (automobiles, buses, bicycles, airplanes etc.)		
Workgroup	Infrastructure	Transportation	Aviation			
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation passenger transportation service to be available to major Texas, US and Mexican destinations		
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation cargo transportation service to be available to major Texas, US and Mexican destinations		
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation passenger transportation service to major Texas, US and Mexican destinations to be reliable		
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation cargo transportation service to major Texas, US and Mexican destinations to be reliable		
Consulting Team	Infrastructure	Transportation	Aviation	Want airport life-cycle cost per passenger travel unit that is cost efficient		
Consulting Team	Infrastructure	Transportation	Aviation	Want airport life-cycle cost per cargo travel unit that is cost efficient		
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation passenger travel costs that are competitive		
Consulting Team	Infrastructure	Transportation	Aviation	Want aviation cargo travel costs that are competitive		
Consulting Team	Infrastructure	Transportation	Aviation	Want a financially sound airport system operation (including lease operations) and a producer of net economic benefits to community		
Consulting Team	Infrastructure	Transportation	Aviation	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Transportation	Aviation	Want a well maintained airport system		
Consulting Team	Infrastructure	Transportation	Aviation	Want an airport system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Transportation	Aviation	Want low and predictable passenger travel time to major Texas, US and Mexican Cities		
Consulting Team	Infrastructure	Transportation	Aviation	Want low and predictable cargo travel time to major Texas, US and Mexican Cities		
Consulting Team	Infrastructure	Transportation	Aviation	Want convenient airport location with multiple and efficient intermodal connections		
Consulting Team	Infrastructure	Transportation	Aviation	Want convenient and ample airport parking		
Consulting Team	Infrastructure	Transportation	Aviation	Want high consumer satisfaction with overall level of service		

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Rail Transportation: A community with quality delivery of rail transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Transportation	Rail Transportation	1. Want sufficient, well maintained rail cargo transportation service system capacity to facilitate the flow of high volumes and concentration of goods to, from and through our community and to all major Texas, US and Mexican trade centers.		40%	1
Draft Final	Infrastructure	Transportation	Rail Transportation	2. Want rail cargo transportation system that offers safe (clearly marked crossings), predictable, reliable, convenient and expedited service routes, hardened against disaster related service interruptions, throughout our community and to all major Texas, US and Mexican trade centers.		25%	2/3
Draft Final	Infrastructure	Transportation	Rail Transportation	3. Want improved cooperation and collaboration between private rail transportation sector and public sector entities to ensure that rail services are integrated into an efficient regional/international multi-modal transportation and logistics framework.		10%	4
Draft Final	Infrastructure	Transportation	Rail Transportation	4. Want rail shipping fees that are competitive		25%	2/3
Draft Final	Infrastructure	Transportation	Rail Transportation	5. Want private sector rail service providers to recover and reuse natural resources and comply with environmental regulations in a sustainable manner		0%	5
Preliminary Draft Final	Infrastructure	Transportation	Rail Transportation	1. Want sufficient, well maintained rail cargo transportation service system capacity to facilitate the flow of high volumes and concentration of goods to, from and through our community and to all major Texas, US and Mexican trade centers.			
Preliminary Draft Final	Infrastructure	Transportation	Rail Transportation	2. Want rail cargo transportation system that offers safe (clearly marked crossings), predictable, reliable, convenient and expedited service routes, hardened against disaster related service interruptions, throughout our community and to all major Texas, US and Mexican trade centers.			
Preliminary Draft Final	Infrastructure	Transportation	Rail Transportation	3. Want improved cooperation and collaboration between private rail transportation sector and public sector entities to ensure that rail services are integrated into an efficient regional/international multi-modal transportation and logistics framework.			
Preliminary Draft Final	Infrastructure	Transportation	Rail Transportation	4. Want rail shipping fees that are competitive			
Preliminary Draft Final	Infrastructure	Transportation	Rail Transportation	5. Want private sector rail service providers to recover and reuse natural resources and comply with environmental regulations in a sustainable manner			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Rail Transportation: A community with quality delivery of rail transportation sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public Meetings	Infrastructure	Transportation	Rail Transportation	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public Meetings	Infrastructure	Transportation	Rail Transportation	Create a clean, safe and efficient multimodal transportation network (automobiles, buses, bicycles, airplanes etc.)		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want rail cargo transportation service provider that offers routes major Texas, US and Mexican trade centers		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want local rail infrastructure to facilitate high volumes and concentration of goods flowing to, from and through our community.		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want rail cargo transportation service provider to offer reliable service		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want greater control of flow and concentration of goods transported through our community		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want safe, dependable, clearly marked rail infrastructure		
Workgroup	Infrastructure	Transportation	Rail Transportation	Want service provider to maintain expeditious and predictable rail cargo routes to and from major trade centers		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want rail cargo transportation service to be available to major Texas, US and Mexican trade centers		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want rail cargo transportation service to be reliable		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want railroad life-cycle unit shipping costs that are cost efficient		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want rail shipping costs that are competitive		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want a financially sound rail system operation		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want a well maintained rail system		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want a rail system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want short and predictable rail cargo travel times to and from major trade centers		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want multiple and efficient intermodal connections		
Consulting Team	Infrastructure	Transportation	Rail Transportation	Want high consumer satisfaction with overall level of service		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Electrical: A community with reliable delivery of electrical system levels of service in sufficient quantity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Utilities	Electrical	1. Want sufficient and well maintained electrical capacity that meets current and future demand uniformly throughout the community		20%	4
Draft Final	Infrastructure	Utilities	Electrical	2. Want a reliable electrical system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe electricity with acceptable sector characteristics (stable voltage and frequency) uniformly throughout the community		27%	1
Draft Final	Infrastructure	Utilities	Electrical	3. Want a financially sustainable operation with efficient and competitive life cycle costs and maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner		23%	2/3
Draft Final	Infrastructure	Utilities	Electrical	4. Want an electrical system that encourages efficient consumer use, uses alternative sources of energy, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		23%	2/3
Draft Final	Infrastructure	Utilities	Electrical	5. Want high consumer satisfaction with overall level of service		7%	5
Draft Final	Infrastructure	Utilities	Electrical	6. Want a comprehensive electrical management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development		0%	6
Preliminary Draft Final	Infrastructure	Utilities	Electrical	1. Want sufficient and well maintained electrical capacity that meets current and future demand uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Utilities	Electrical	2. Want a reliable electrical system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe electricity with acceptable sector characteristics (stable voltage and frequency) uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Utilities	Electrical	3. Want a financially sustainable operation with efficient and competitive life cycle costs and maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner			
Preliminary Draft Final	Infrastructure	Utilities	Electrical	4. Want an electrical system that encourages efficient consumer use, uses alternative sources of energy, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner			
Preliminary Draft Final	Infrastructure	Utilities	Electrical	5. Want high consumer satisfaction with overall level of service			
Preliminary Draft Final	Infrastructure	Utilities	Electrical	6. Want a comprehensive electrical management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Transportation: A community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

Sub-Objective - Port Transportation: A community with quality delivery of ports/waterways sector levels of service

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Transportation	Port	1. Want sufficient and well maintained national/international, multi-modal (liquid, bulk, container, barge, etc.) port system capacity (channel depth/volume, facilities, land, etc.) to meet current and future world market demands		30%	1
Draft Final	Infrastructure	Transportation	Port	2. Want a port transportation service system that is an integrated part of an efficient and comprehensive regional/international, multi-modal transportation and logistics system that promotes improved regional economic development and quality of life		20%	3
Draft Final	Infrastructure	Transportation	Port	3. Want a port transportation system with expedited service routes to all major regional/national/international trade centers to be safe, hardened against disaster related service interruptions, predictable, reliable and convenient		25%	2
Draft Final	Infrastructure	Transportation	Port	4. Want a financially sustainable port system with efficient and competitive life cycle costs that maximizes external funding sources, has shipping and land lease fees that are competitive and equitable, and produces a suitable return on investment while distributing life cycle costs among public and private sectors in an equitable manner		15%	4
Draft Final	Infrastructure	Transportation	Port	5. Want a navigation district tax rate that is competitive, affordable and equitable		5%	5/6
Draft Final	Infrastructure	Transportation	Port	6. Want a port system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		5%	5/6
Preliminary Draft Final	Infrastructure	Transportation	Port	1. Want sufficient and well maintained national/international, multi-modal (liquid, bulk, container, barge, etc.) port system capacity (channel depth/volume, facilities, land, etc.) to meet current and future world market demands			
Draft Final	Infrastructure	Transportation	Port	2. Want a port transportation service system that is an integrated part of an efficient and comprehensive regional/international, multi-modal transportation and logistics system that promotes improved regional economic development and quality of life			
Preliminary Draft Final	Infrastructure	Transportation	Port	3. Want a port transportation system with expedited service routes to all major regional/national/international trade centers to be safe, hardened against disaster related service interruptions, predictable, reliable and convenient			
Preliminary Draft Final	Infrastructure	Transportation	Port	4. Want a financially sustainable port system with efficient and competitive life cycle costs that maximizes external funding sources, has shipping and land lease fees that are competitive and equitable, and produces a suitable return on investment while distributing life cycle costs among public and private sectors in an equitable manner			
Preliminary Draft Final	Infrastructure	Transportation	Port	5. Want a navigation district tax rate that is competitive, affordable and equitable			
Preliminary Draft Final	Infrastructure	Transportation	Port	6. Want a port system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Drainage: A community with proper design and quality delivery of drainage system levels of service in sufficient quantity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Drainage	Primary/Secondary	1. Want a sufficient, reliable, and well-maintained drainage capacity that reduces the net present value of current and future flood risk/damages up to the extent that the net benefits are maximized		15%	4
Draft Final	Infrastructure	Drainage	Primary/Secondary	2. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, has competitive, affordable user fees/tax rates dedicated to drainage, and distributes life cycle costs among private and public sectors in an equitable manner		35%	1
Draft Final	Infrastructure	Drainage	Primary/Secondary	3. Want a drainage system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		4%	5
Draft Final	Infrastructure	Drainage	Primary/Secondary	4. Want a comprehensive drainage management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development		25%	2
Draft Final	Infrastructure	Drainage	Primary/Secondary	5. Want high consumer satisfaction with overall level of service		1%	6
Draft Final	Infrastructure	Drainage	Primary/Secondary	6. Want drainage management approaches that incorporates structural and non-structural measures that produce multiple benefits (e.g. drainage, environmental, aesthetic and recreational)		20%	3
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	1. Want a sufficient, reliable, and well-maintained drainage capacity that reduces the present value of current and future flood risk/damages up to the extent that the net benefits are maximized			
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	2. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, has competitive, affordable user fees/tax rates dedicated to drainage, and distributes life cycle costs among private and public sectors in an equitable manner			
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	3. Want a drainage system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner			
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	4. Want a comprehensive drainage management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development			
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	5. Want high consumer satisfaction with overall level of service			
Preliminary Draft Final	Infrastructure	Drainage	Primary/Secondary	6. Want drainage management approaches that incorporates structural and non-structural measures that produce multiple benefits (e.g. drainage, environmental, aesthetic and recreational)			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.						
Objective - Drainage: A community with proper design and quality delivery of drainage system levels of service in sufficient quantity to meet user demands						
Sub-Objective: N/A						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Drainage	Primary/Secondary	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Drainage	Primary/Secondary	Improve drainage		
Workgroup	Infrastructure	Drainage	Primary/Secondary	Want sufficient drainage capacity to meet community demand and provide a reasonable level of protection		
Workgroup	Infrastructure	Drainage	Primary/Secondary	Want drainage level of protection to be reliable at point of demand where it is most needed		
Workgroup	Infrastructure	Drainage	Primary/Secondary	Want a stable user fee/tax structure dedicated to drainage		
Workgroup	Infrastructure	Drainage	Primary/Secondary	Want available capacity to accommodate future growth in demand over a reasonable time period		
Workgroup	Infrastructure	Drainage	Primary/Secondary	Want a consistent, comprehensive approach towards managing drainage throughout the city/etj		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want sufficient drainage capacity to meet community demand		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want drainage level of protection to be reliable at point of demand		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a life-cycle cost per unit delivered level of protection that is cost efficient		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a user fee / tax rate per unit delivered level of protection that is competitive		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a drainage system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want user fee/tax structure that promotes a financially sound operation		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a stable user fee/tax structure		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a well maintained drainage system		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want restricted development in the floodplain - strategy		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want reduced primary system flood damages		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want prompt and effective response to primary flood events	Moved to Environmental-Emergency Management	
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want high consumer satisfaction with overall level of service		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want level of protection to be uniformly and equitably distributed throughout community		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a user fee/tax rate per unit delivered level of protection that is affordable		
Consulting Team	Infrastructure	Drainage	Primary/Secondary	Want a user fee/tax rate per unit delivered level of protection that is equitable		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Water: A community with reliable delivery of water system levels of service in sufficiently safe and clean quantities to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	1. Want sufficient and well maintained water service system capacity that meets current and future consumer demands uniformly throughout the community		20%	4
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	2. Want a reliable water system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe water at sufficient pressures with acceptable sector characteristics uniformly throughout the community		27%	1
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	3. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees/tax rates that distribute life cycle costs among private and public sectors in an equitable manner		23%	2/3
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	4. Want a water system that encourages efficient consumer use, uses alternative sources of water, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		23%	2/3
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	5. Want high consumer satisfaction with overall level of service		7%	5
Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	6. Want a comprehensive water management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development		0%	6
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	1. Want sufficient and well maintained water service system capacity that meets current and future consumer demands uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	2. Want a reliable water system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe water at sufficient pressures with acceptable sector characteristics uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	3. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees/tax rates that distribute life cycle costs among private and public sectors in an equitable manner			
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	4. Want a water system that encourages efficient consumer use, uses alternative sources of water, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner			
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	5. Want high consumer satisfaction with overall level of service			
Preliminary Draft Final	Infrastructure	Utilities	Water (Comm/Ind/Res/Agri)	6. Want a comprehensive water management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Water: A community with reliable delivery of water system levels of service in sufficiently safe and clean quantities to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public Meetings	Infrastructure	Utilities	Water	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public Meetings	Infrastructure	Utilities	Water	Provide adequate water and wastewater services		
Workgroup	Infrastructure	Utilities	Water-Res/Ind	Want quality treated water service to be available at point of demand		
Workgroup	Infrastructure	Utilities	Water-Res/Ind	Want quality treated water service to be reliable at point of demand		
Consulting Team	Infrastructure	Utilities	Water	Want treated water service to be available at point of demand		
Consulting Team	Infrastructure	Utilities	Water	Want access to water level of service to be equitable and non-discriminatory		
Consulting Team	Infrastructure	Utilities	Water	Want treated water service to be reliable at point of demand		
Consulting Team	Infrastructure	Utilities	Water	Want a life-cycle cost per unit delivered treated water that is cost efficient		
Consulting Team	Infrastructure	Utilities	Water	Want a user fee per unit delivered treated water that is competitive		
Consulting Team	Infrastructure	Utilities	Water	Want a user fee per unit delivered treated water that is affordable		
Consulting Team	Infrastructure	Utilities	Water	Want a user fee per unit delivered treated water that is fair and equitable		
Consulting Team	Infrastructure	Utilities	Water	Want a water system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Utilities	Water	Want a financially sound water system operation		
Consulting Team	Infrastructure	Utilities	Water	Want a stable rate structure		
Consulting Team	Infrastructure	Utilities	Water	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Utilities	Water	Want a well maintained treated water system		
Consulting Team	Infrastructure	Utilities	Water	Want water with acceptable industrial/agricultural/domestic characteristic uses		
Consulting Team	Infrastructure	Utilities	Water	Want sufficient water pressure		
Consulting Team	Infrastructure	Utilities	Water	Want sufficient fire protection pressure		
Consulting Team	Infrastructure	Utilities	Water	Want environmentally safe industrial water		
Consulting Team	Infrastructure	Utilities	Water	Want prompt and courteous response to service interruptions		
Consulting Team	Infrastructure	Utilities	Water	Want high consumer satisfaction with overall level of service		
Consulting Team	Infrastructure	Utilities	Water	Want water with acceptable odor, taste, and visual appearance		
Consulting Team	Infrastructure	Utilities	Water-Irrigation	Want a tax rate per unit delivered irrigation water that is competitive		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Consulting Team	Infrastructure	Utilities	Water-Irrigation	Want a tax rate per unit delivered treated water that is affordable		
Consulting Team	Infrastructure	Utilities	Water-Irrigation	Want a tax rate per unit delivered treated water that is fair and equitable		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Public	Infrastructure	N/A		Local PUB must be competitive with services provided; maybe have them own power plant	Objective/Moved to Infrastructure-Utilities (Strategy)	
Economic-Public	Infrastructure	N/A		PUB needs to maintain everything and need to charge developers correct amounts	Moved to Infrastructure-Utilities/Social-Land Use-Residential/Commercial-Housing	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Wastewater: A community with reliable delivery of wastewater system levels of service in sufficient capacity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	Votes	%	RANKING
Draft Final	Infrastructure	Utilities	Wastewater	1. Want sufficient and well maintained wastewater service system capacity that meets current and future demands uniformly throughout the community			20%	4
Draft Final	Infrastructure	Utilities	Wastewater	2. Want a reliable wastewater treatment system, hardened against service interruptions due to natural and manmade disasters, that discharges environmentally safe wastewater and sludge uniformly throughout the community			27%	1
Draft Final	Infrastructure	Utilities	Wastewater	3. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner			23%	2/3
Draft Final	Infrastructure	Utilities	Wastewater	4. Want a wastewater system that recovers and reuses wastewater, residuals and natural resources, and complies with environmental regulations including the compliance of commercial and industrial user discharges in a sustainable manner.			23%	2/3
Draft Final	Infrastructure	Utilities	Wastewater	5. Want high consumer satisfaction with overall level of service			7%	5
Draft Final	Infrastructure	Utilities	Wastewater	6. Want a comprehensive wastewater management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development			0%	6
Draft Final	Infrastructure	Utilities	Wastewater	1. Want sufficient and well maintained wastewater service system capacity that meets current and future demands uniformly throughout the community				
Draft Final	Infrastructure	Utilities	Wastewater	2. Want a reliable wastewater treatment system, hardened against service interruptions due to natural and manmade disasters, that discharges environmentally safe wastewater and sludge uniformly throughout the community				
Draft Final	Infrastructure	Utilities	Wastewater	3. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner				
Draft Final	Infrastructure	Utilities	Wastewater	4. Want a wastewater system that recovers and reuses wastewater, residuals and natural resources, and complies with environmental regulations including the compliance of commercial and industrial user discharges in a sustainable manner.				
Draft Final	Infrastructure	Utilities	Wastewater	5. Want high consumer satisfaction with overall level of service				
Draft Final	Infrastructure	Utilities	Wastewater	6. Want a comprehensive wastewater management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development				

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Wastewater: A community with reliable delivery of wastewater system levels of service in sufficient capacity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Utilities	Wastewater	Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Utilities	Wastewater	Provide adequate water and wastewater services		
Workgroup	Infrastructure	Utilities	Wastewater	Want quality wastewater service to be available at point of demand		
Workgroup	Infrastructure	Utilities	Wastewater	Want quality wastewater service to reliable at point of demand		
Workgroup	Infrastructure	Utilities	Wastewater	Want a well maintained collection, treatment and odor controlled wastewater system		
Consulting Team	Infrastructure	Utilities	Wastewater	Want wastewater service to be available at point of demand		
Consulting Team	Infrastructure	Utilities	Wastewater	Want access to wastewater level of service to be equitable and non-discriminatory		
Consulting Team	Infrastructure	Utilities	Wastewater	Want wastewater service to be reliable at point of demand		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a life-cycle cost per unit delivered treated wastewater that is cost efficient		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a user fee per unit treated wastewater that is competitive		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a user fee per unit treated wastewater that is affordable		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a user fee per unit treated wastewater that is fair and equitable		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a wastewater system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a financially sound wastewater system operation		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a stable rate structure		
Consulting Team	Infrastructure	Utilities	Wastewater	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Utilities	Wastewater	Want a well maintained treated wastewater system		
Consulting Team	Infrastructure	Utilities	Wastewater	Want prompt and courteous response to service interruptions, sewer backups and odor complaints		
Consulting Team	Infrastructure	Utilities	Wastewater	Want high consumer satisfaction with overall level of service		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Public	Infrastructure	N/A		Local PUB must be competitive with services provided; maybe have them own power plant	Objective/Moved to Infrastructure-Utilities (Strategy)	
Economic-Public	Infrastructure	N/A		PUB needs to maintain everything and need to charge developers correct amounts	Moved to Infrastructure-Utilities/Social-Land Use-Residential/Commercial-Housing	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Electrical: A community with reliable delivery of electrical system levels of service in sufficient quantity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Utilities	Electrical	Create infrastructure systems that promote business growth and economic development		
Workgroup	Infrastructure	Utilities	Electrical - All Sectors	Want quality residential electrical service to be available at point of demand		
Workgroup	Infrastructure	Utilities	Electrical - All Sectors	Want quality residential electrical service to be reliable at point of demand		
Consulting Team	Infrastructure	Utilities	Electrical	Want industrial electrical service to be available at point of demand		
Consulting Team	Infrastructure	Utilities	Electrical	Want access to electrical level of service to be equitable and non-discriminatory		
Consulting Team	Infrastructure	Utilities	Electrical	Want industrial electrical service to be reliable at point of demand		
Consulting Team	Infrastructure	Utilities	Electrical	Want a life-cycle cost per unit delivered electrical use that is cost efficient		
Consulting Team	Infrastructure	Utilities	Electrical	Want a user fee per unit delivered electrical use that is competitive		
Consulting Team	Infrastructure	Utilities	Electrical	Want a user fee per unit delivered electrical use that is affordable		
Consulting Team	Infrastructure	Utilities	Electrical	Want a user fee per unit delivered electrical use that is fair and equitable		
Consulting Team	Infrastructure	Utilities	Electrical	Want an electrical system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Utilities	Electrical	Want a financially sound electrical system operation		
Consulting Team	Infrastructure	Utilities	Electrical	Want a stable rate structure		
Consulting Team	Infrastructure	Utilities	Electrical	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Utilities	Electrical	Want a well maintained electrical system		
Consulting Team	Infrastructure	Utilities	Electrical	Want electrical service with stable voltage and frequency		
Consulting Team	Infrastructure	Utilities	Electrical	Want prompt and courteous response to service interruptions		
Consulting Team	Infrastructure	Utilities	Electrical	Want high consumer satisfaction with overall level of service		
Work submitted from other subcommittees						
Economic-Private	Infrastructure	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	Infrastructure	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Public	Infrastructure	N/A		Local PUB must be competitive with services provided; maybe have them own power plant	Objective/Moved to Infrastructure-Utilities (Strategy)	
Economic-Public	Infrastructure	N/A		PUB needs to maintain everything and need to charge developers correct amounts	Moved to Infrastructure-Utilities/Social-Land Use-Residential/Commercial-Housing	

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Telecommunications: A community with quality delivery of telecommunication system levels of service in sufficient quantity to meet user demands

Proposed Objective - Telecommunications: A community with quality delivery of telecommunication system levels of cost efficient and affordable service in sufficient quantity to meet user demands.

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Infrastructure	Telecom		1. Want diverse providers which provide sufficient and well-maintained telecommunication services capable of meeting current and future consumer demands throughout the community.		33%	1
Draft Final	Infrastructure	Telecom		2. Want a reliable telecommunications system, hardened against service interruptions due to natural and manmade disasters, that has acceptable sector characteristics (sufficient band width, clarity, minimal dropped signals, etc.) distributed throughout the community.		30%	2
Draft Final	Infrastructure	Telecom		3. Want financially sustainable public and private sector providers with efficient and competitive life cycle costs, which maximize external funding sources and distribute life cycle costs equitably among public and private sectors.		11%	4
Draft Final	Infrastructure	Telecom		4. Want public and regulated telecom providers to comply with environmental and other applicable regulations in a sustainable manner (e.g. enforcement)		4%	6
Draft Final	Infrastructure	Telecom		5. Want high consumer satisfaction with overall levels of service and have user fees/tax rates competitive and affordable.		5%	5
Draft Final	Infrastructure	Telecom		6. Want a comprehensive telecommunication management entity that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development.		17%	3
Preliminary Draft Final	Infrastructure	Telecom		1. Want sufficient and well maintained telecommunication services capacity that meets current and future consumer demands uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Telecom		2. Want a reliable telecommunications system, hardened against service interruptions due to natural and manmade disasters, that has acceptable sector characteristics (sufficient band width, clarity, minimal dropped signals, etc.) distributed uniformly throughout the community			
Preliminary Draft Final	Infrastructure	Telecom		3. Want financially sustainable public sector providers with efficient and competitive life cycle costs, that maximize external funding sources, distribute life cycle costs equitably among public and private sectors, and have user fees/tax rates that are competitive and affordable			
Preliminary Draft Final	Infrastructure	Telecom		4. Want public sector telecom providers to comply with environmental and other applicable regulations in a sustainable manner			
Preliminary Draft Final	Infrastructure	Telecom		5. Want high consumer satisfaction with overall level of service			
Preliminary Draft Final	Infrastructure	Telecom		6. Want a comprehensive telecommunication management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development			

Goal: Infrastructure Dimension - A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) levels of service in a cost efficient, reliable, equitable, affordable and effective manner, that provide a foundation for the community's sustainable quality of life and economic development through the 10-year planning horizon.

Objective - Telecommunications: A community with quality delivery of telecommunication system levels of service in sufficient quantity to meet user demands

Sub-Objective: N/A

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Stakeholders & Public	Infrastructure	Telecom		Create infrastructure systems that promote business growth and economic development		
Stakeholders & Public	Infrastructure	Telecom		Improve Internet and telecommunication infrastructure		
Workgroup	Infrastructure	Telecom		Want widely accessible telecommunication services		
Workgroup	Infrastructure	Telecom		Want a user fee per unit delivered telecommunication services that is competitive nationwide		
Workgroup	Infrastructure	Telecom		Want a telecom system that that can sustain a natural disaster in accordance with those typical to our geography.		
Workgroup	Infrastructure	Telecom		Want competitively stable rate structure		
Workgroup	Infrastructure	Telecom		Want sufficient capacity		
Workgroup	Infrastructure	Telecom		Want high quality of service		
Workgroup	Infrastructure	Telecom		Want security of service		
Consulting Team	Infrastructure	Telecom		Want telecommunication services available at point of demand		
Consulting Team	Infrastructure	Telecom		Want availability and access of telecommunication service to be equitable and non-discriminatory		
Consulting Team	Infrastructure	Telecom		Want wide accessibility to telecommunication services		
Consulting Team	Infrastructure	Telecom		Want availability and access to telecommunication services to be reliable		
Consulting Team	Infrastructure	Telecom		Want a user fee per unit delivered telecommunication services that is competitive		
Consulting Team	Infrastructure	Telecom		Want a user fee per unit delivered telecommunication services that is affordable		
Consulting Team	Infrastructure	Telecom		Want a user fee per unit delivered telecommunication services that is equitable		
Consulting Team	Infrastructure	Telecom		Want telecom life-cycle cost per telecom service unit that is cost efficient		
Consulting Team	Infrastructure	Telecom		Want a financially sound telecom system operation		
Consulting Team	Infrastructure	Telecom		Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Infrastructure	Telecom		Want a well maintained telecom system		
Consulting Team	Infrastructure	Telecom		Want a telecom system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner		
Consulting Team	Infrastructure	Telecom		Want stable rate structure		
Consulting Team	Infrastructure	Telecom		Want sufficient bandwidth		
Consulting Team	Infrastructure	Telecom		Want quality signal		
Consulting Team	Infrastructure	Telecom		Want data security		
Consulting Team	Infrastructure	Telecom		Want prompt and courteous response to service interruptions		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENT	INDICATOR
Consulting Team	Infrastructure	Telecom		Want high consumer satisfaction with overall level of service		
Work submitted from other subcommittees						
Economic-Private	INFRASTRUCTURE	N/A		Want programs that provide incentives for private investment in infrastructure.	Moved to Economic-Public Sector & Infrastructure Dimensions (strategy)	
Economic-Private	INFRASTRUCTURE	N/A		Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
Economic-Private	INFRASTRUCTURE	N/A		Infrastructure / hi tech to support growth	Moved to Infrastructure/Econ - Public Sector (Strategy)	



City of Brownsville Comprehensive Plan

Social Dimension

Proposed Objectives and Lower Level Objectives

Draft Final

(Draft Final - Preliminary Draft Final - Input)

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Equity- A community whose residents enjoy equitable and non-discriminatory access to quality of life and economic development benefits uniformly throughout the City.						
SECTOR OBJECTIVE:	Financial Stability - A community whose residents enjoy low poverty rates and greater economic assets uniformly throughout the community						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Equity	Financial Stability/Access	1. Want sustainable reduction in the number of individuals and families below the poverty line		15%	4
Draft Final	Social	Equity	Financial Stability/Access	2. Want sustainable increases in the number of individuals and families earning a living wage.		25%	1
Draft Final	Social	Equity	Financial Stability/Access	3. Want sustainable increases in household net worth (e.g. reduce debt and increase savings)		10%	5
Proposed Objectives and Lower Level Objectives	Social	Equity	Financial Stability/Access	4. Want equal access to low cost banking/financial services		18%	3
Draft Final	Social	Equity	Financial Stability/Access	5. Want equal access to affordable housing		22%	2
Draft Final	Social	Equity	Financial Stability/Access	6. Want equal access to quality health care services, public sector services and infrastructure, (private and public) education.		5%	6/7
Draft Final	Social	Equity	Financial Stability/Access	7. Want equal access to political process and legal assistance, including immigration issues		5%	6/7
Preliminary Draft Final	Social	Equity	Financial Stability/Access	1. Want to reduce and sustain the number of families below the poverty line			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	2. Want to increase and sustain discretionary income levels (Discretionary Income is household income minus taxes and basic living expenses such as housing, utilities, health care, food, transportation, etc.)			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	3. Want to increase and sustain household net worth (e.g. reduce debt and increase savings)			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	4. Want equal access to quality public sector services and infrastructure			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	5. Want equal access to low cost banking/financial services/housing			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	6. Want equal access to affordable housing			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	7. Want equal access to quality health care services			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	8. Want equal access to quality (private and public) education			
Preliminary Draft Final	Social	Equity	Financial Stability/Access	9. Want equal access to political process and legal assistance, including immigration issues			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SECTOR OBJECTIVE:	Equity - A community whose residents enjoy equitable and non-discriminatory access to quality of life and economic development benefits uniformly throughout the City.					
SECTOR OBJECTIVE:	Financial Stability - A community whose residents enjoy low poverty rates and greater economic assets uniformly throughout the community					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Equity	Financial Stability		Support and promote an immigration policy compatible with economic development and human rights	
Stakeholders & Public Mtgs	Social	Equity	Financial Stability			
Workgroup	Social	Equity	Financial Stability	Increase income of families	Increase # of families above poverty line (A)	
Proposed Objectives and Lower Level Objectives	Social	Equity	Financial Stability	Increase wages	Moved to Economic - Individual (payment of factors)	
Workgroup	Social	Equity	Financial Stability	Increase number of families with health insurance	Moved to Social - Healthcare	
Workgroup	Social	Equity	Financial Stability	Reduction in debt rates	net worth (B)	
Workgroup	Social	Equity	Financial Stability	Reduction in bankruptcy & foreclosures	net worth/affordable housing (B)	
Workgroup	Social	Equity	Financial Stability	Increase in savings accounts	net worth (B)	
Workgroup	Social	Equity	Financial Stability	Increase in amount of money saved	net worth (B)	
Workgroup	Social	Equity	Financial Stability	Increase affordable housing	Equal access to affordable housing	
Workgroup	Social	Equity	Financial Stability	Decrease in overburdened households (rent & mortgage)	Disposable Income + % disposable income going to rent/mortgage (A)	
Workgroup	Social	Equity	Financial Stability	Increase personal capital	net worth (B)	
Workgroup	Social	Equity	Financial Stability	Increase entrepreneurial opportunities	Moved to Economic - Private/Increase Number of Micro-firms	
Workgroup	Social	Equity	Access to Services	Ensure equal access to community resources (Services: Education Services, Health Services, Housing, Safety, Utilities, Drainage, Transportation, Telecommunications; Amenities: Parks/Open Space/Recreation, Environmental Resources, Civic Engagement, Public Facilities)	Equal access to quality public sector services and infrastructure	
Workgroup	Social	Equity	Access to Services	Access to low cost banking and financial services	Equal access to low cost banking/financial services/housing	
Workgroup	Social	Equity	Access to Services	Access to health care services (Indigent, Mental, Substance)	Equal access to health care services	
Workgroup	Social	Equity	Access to Services	Access to quality education (Pre-K, Elementary, High School, Adult: GED & ESL, Trade Schools, Higher Education, Continuing Education)	Equal access to quality (private and public) education	
Workgroup	Social	Equity	Access to Services	Access to the political process and legal assistance	Equal access to political process and legal assistance	
Consulting Team	Social	Equity	Financial Stability	Want to reduce poverty rate		
Consulting Team	Social	Equity	Financial Stability	Want to reduce income disparity		
Consulting Team	Social	Equity	Financial Stability	Want consistent reductions in poverty rates		
Consulting Team	Social	Equity	Financial Stability	Want consistent reductions in income disparity		

**Social - Equity / Financial Stability/Access
Input**

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Equity	Financial Stability	Want reductions in poverty rates to be cost effective		
Consulting Team	Social	Equity	Financial Stability	Want reductions in income disparity to be cost effective		
Consulting Team	Social	Equity	Financial Stability	Want increases in family net worth to be cost effective		
Consulting Team	Social	Equity	Financial Stability	Want sustainable capacity to reduce poverty and reduce income disparity over the long run		
Consulting Team	Social	Equity	Financial Stability	Increase personal financial assets		
Consulting Team	Social	Equity	Access to Services	Want increased non-discriminatory access to public services and amenities: SERVICES: Education, health, housing, safety, utilities, drainage, transportation, and telecommunications. AMENITIES: Parks/Open Space/Recreation, Environmental Resources, Civic Engagement, Public Facilities		
Consulting Team	Social	Equity	Access to Services	Want consistent increases in access		
Consulting Team	Social	Equity	Access to Services	Want increases in access to be cost effective		
Consulting Team	Social	Equity	Access to Services	Want sustainable capacity to increase access over the long run		
Consulting Team	Social	Equity	Access to Services	Greater use of available public services and amenities		
Moved from other Dimensions						
ECON-HH	Social	Equity		Less reliance on public assistance	Moved to Social - Equity	

Social - Equity / Financial Stability/Access
Input

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Public Safety - A safe community whose residents enjoy a quality delivery of public safety levels of service						
SECTOR OBJECTIVE:	Fire Protection and EMS (combined). A community with low preventable loss of life due to fire and life threatening situations and that operates a fire/EMS departments that delivers quality levels of service uniformly throughout the City.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Public Safety	Fire/EMS	1. Want sufficient, reliable, rapid-response Fire/EMS resource capacity (e.g., ambulances, fire trucks, dual facilities, etc.) to reduce related loss of life and property damage uniformly throughout the City		40%	1/2
Draft Final	Social	Public Safety	Fire/EMS	3. Want a safe, stable (minimal employee turnover), qualified (trained and certified), sufficient workforce to provide adequate response times throughout all areas of the City, to match facility requirements and to provide high consumer satisfaction with overall level of Fire/EMS department services uniformly throughout the City		40%	1/2
Draft Final	Social	Public Safety	Fire/EMS	2. Want to prevent fire/EMS related loss of life and property damage by increasing public's awareness of safety and building codes, and by conducting fire inspections, fire investigations and enforcing fire codes.		16%	3
Proposed Objectives and Lower Level Objectives	Social	Public Safety	Fire/EMS	4. Want a Fire/EMS department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations		2%	4/5
Draft Final	Social	Public Safety	Fire/EMS	5. Want Fire/EMS services to be cost-efficient and with user fees/tax rates that are affordable and equitable		2%	4/5
Preliminary Draft Final	Social	Public Safety	Fire/EMS	1. Want sufficient, reliable, rapid-response Fire/EMS resource capacity (e.g., ambulances, fire trucks, dual facilities, etc.) to reduce related loss of life and property damage uniformly throughout the City			
Preliminary Draft Final	Social	Public Safety	Fire/EMS	2. Want to prevent fire/EMS related loss of life and property damage by increasing public's awareness of safety and building codes, and by conducting building inspections, fire investigations and enforcing building codes.			
Preliminary Draft Final	Social	Public Safety	Fire/EMS	3. Want a safe, stable (minimal employee turnover), qualified (trained and certified) workforce to match facility requirements.			
Preliminary Draft Final	Social	Public Safety	Fire/EMS	4. Want high consumer satisfaction with overall level of Fire/EMS department services uniformly throughout the City			
Preliminary Draft Final	Social	Public Safety	Fire/EMS	5. Want a Fire/EMS department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations			
Preliminary Draft Final	Social	Public Safety	Fire/EMS	6. Want Fire/EMS services to be cost-efficient and with user fees/tax rates that are affordable and equitable			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SECTOR OBJECTIVE:	Public Safety - A safe community whose residents enjoy a quality delivery of public safety levels of service					
SECTOR OBJECTIVE:	Fire Protection and EMS (combined). A community with low preventable loss of life due to fire and life threatening situations and that operates a fire/EMS departments that delivers quality levels of service uniformly throughout the City.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Public Safety	Fire/EMS			
Workgroup	Social	Public Safety	Fire/EMS	Want more ambulances and fire trucks	Objective/Strategy	
Workgroup	Social	Public Safety	Fire/EMS	Want to replace aged equipment	Objective/Strategy	
Proposed Objectives and Workgroup	Social	Public Safety	Fire/EMS	Want four new dual facilities	Objective/Strategy	
Workgroup	Social	Public Safety	Fire/EMS	Want qualified personnel to match increased facilities	Objective/Strategy	
Workgroup	Social	Public Safety	Fire/EMS	Need to inspect all public buildings for fire code compliance	Objective/Strategy	
Workgroup	Social	Public Safety	Fire/EMS	investigate all fires	Objective/Strategy	
Workgroup	Social	Public Safety	Fire/EMS	Want to have an educated public in regards to fire safety, codes and results of investigations		
Consulting Team	Social	Public Safety	Fire	Want sufficient fire protection services to meet community demand		
Consulting Team	Social	Public Safety	Fire	Want dependable fire response times		
Consulting Team	Social	Public Safety	Fire	Want fire protection services to be cost efficient		
Consulting Team	Social	Public Safety	Fire	Want to minimize turnover in fire department personnel		
Consulting Team	Social	Public Safety	Fire	Want to maintain a safe workforce		
Consulting Team	Social	Public Safety	Fire	Want an Fire department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations		
Consulting Team	Social	Public Safety	Fire	Want a community safe from preventable fire losses uniformly throughout City		
Consulting Team	Social	Public Safety	Fire	Want high consumer satisfaction with overall level of service uniformly throughout City		
Consulting Team	Social	Public Safety	Fire	Want professional, trained and certified fire department personnel		
Consulting Team	Social	Public Safety	Fire	Want demand for fire protection services to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Fire	Want effectiveness measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Fire	Want reliability measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Fire	Want sustainability measures to be met uniformly throughout system		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Public Safety	EMS	Want sufficient Emergency Medical Services to meet community demand		
Consulting Team	Social	Public Safety	EMS	Want dependable EMS response times		
Consulting Team	Social	Public Safety	EMS	Want Emergency Medical Services to be cost efficient		
Consulting Team	Social	Public Safety	EMS	Want to minimize turnover in EMS department personnel		
Consulting Team	Social	Public Safety	EMS	Want to maintain a safe workforce		
Consulting Team	Social	Public Safety	EMS	Want an EMS department that uses, reuses and recycles natural resources in sustainable way and complies with applicable environmental regulations		
Consulting Team	Social	Public Safety	EMS	Want a community safe from preventable EMS related loss of life uniformly throughout City		
Consulting Team	Social	Public Safety	EMS	Want high consumer satisfaction with overall level of service uniformly throughout City		
Consulting Team	Social	Public Safety	EMS	Want professional, trained and certified EMS department personnel		
Consulting Team	Social	Public Safety	EMS	Want rapid EMS response time		
Consulting Team	Social	Public Safety	EMS	Want demand for EMS to be met uniformly throughout City		
Consulting Team	Social	Public Safety	EMS	Want effectiveness measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	EMS	Want reliability measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	EMS	Want sustainability measures to be met uniformly throughout system		
Consulting Team	Social	Public Safety	EMS	Want EMS user fees to be affordable and equitable		
Moved from other Dimensions						

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Public Safety - A safe community whose residents enjoy a quality delivery of public safety levels of service						
SECTOR OBJECTIVE:	Police Protection - A community with low preventable property crime and traffic accident rates and that operates a police department that delivers quality levels of service uniformly throughout the City.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Public Safety	Police	1. Want sufficient, reliable, rapid-response Police department resource capacity (e.g., central facilities, community network centers, equipment, etc.) to reduce violent and property crime rates (e.g., car thefts, sexual assault, crimes against children, family violence assaults, juvenile delinquency, robberies) uniformly throughout the City, but especially in high priority areas (e.g., schools, large commercial centers) to meet current and future demand		33%	2
Draft Final	Social	Public Safety	Police	2. Want to prevent crimes by increasing public's awareness of police department resources and capabilities and prevention techniques.		6%	3
Draft Final	Social	Public Safety	Police	3. Want sufficient police per capita and a safe, stable (minimal employee turnover), qualified (trained and certified), sufficient workforce per capita to match facility requirements.		54%	1
Proposed Objectives and Lower Level Objectives	Social	Public Safety	Police	4. Want high consumer satisfaction with overall level of police department services uniformly throughout the City		4%	4
Draft Final	Social	Public Safety	Police	5. Want a Police department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations		0%	6
Draft Final	Social	Public Safety	Police	6. Want Police department services to be cost-efficient and with user fees/tax rates that are affordable and equitable	strategy: use technological advances towards achieving cost efficiency	3%	5
Preliminary Draft Final	Social	Public Safety	Police	1. Want sufficient, reliable, rapid-response Police department resource capacity (e.g., central facilities, substations, equipment, etc.) to reduce violent and property crime rates (e.g., car thefts, sexual assault, crimes against children, family violence assaults, juvenile delinquency, robberies) uniformly throughout the City, but especially in high priority areas (e.g., schools, large commercial centers).			
Preliminary Draft Final	Social	Public Safety	Police	2. Want to prevent crimes by increasing public's awareness of police department resources and capabilities and prevention techniques.			
Preliminary Draft Final	Social	Public Safety	Police	3. Want a safe, stable (minimal employee turnover), qualified (trained and certified) workforce to match facility requirements.			
Preliminary Draft Final	Social	Public Safety	Police	4. Want high consumer satisfaction with overall level of police department services uniformly throughout the City			
Preliminary Draft Final	Social	Public Safety	Police	5. Want a Police department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations			
Preliminary Draft Final	Social	Public Safety	Police	6. Want Police department services to be cost-efficient and with user fees/tax rates that are affordable and equitable			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SECTOR OBJECTIVE:	Public Safety - A safe community whose residents enjoy a quality delivery of public safety levels of service					
SECTOR OBJECTIVE:	Police Protection - Want all preventable crimes to be prevented; want all unpreventable crimes to be fully investigated and prosecuted, and the victims to be immediately and adequately protected; want a community that feels safe					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Public Safety	Police	Create safer communities (less robberies, auto thefts, juvenile delinquency, family violence etc.)		
Workgroup	Social	Public Safety	Police	Want to maintain sufficient police per capita	Strategy (should have 1.8 officers per 1,000-currently have 1.4 on legal population, 1.1 on practical population)	
Workgroup	Social	Public Safety	Police	Want to increase retention of police officers		
Proposed Objectives and Lower Level Objectives	Social	Public Safety	Police	Want to attract qualified officers		
Workgroup	Social	Public Safety	Police	Want uniform police responsiveness throughout City		
Workgroup	Social	Public Safety	Police	Want to maintain sufficient facilities and equipment to maximize police effectiveness		
Workgroup	Social	Public Safety	Police	Want new central facility	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want new substations	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want an increase in vehicles and work areas to match increased personnel	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want greater education on crimes against children	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want greater education of community on auto theft	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want to increase education about network centers	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want to increase availability and number of community resources	Objective/Strategy	
Workgroup	Social	Public Safety	Police	Want to reduce number of car thefts		
Workgroup	Social	Public Safety	Police	Want to reduce number of sexual assaults		
Workgroup	Social	Public Safety	Police	Want to reduce crimes against children		
Workgroup	Social	Public Safety	Police	Want to reduce number of family violence assaults		
Workgroup	Social	Public Safety	Police	Want to increase safety at schools		
Workgroup	Social	Public Safety	Police	Want to increase safety in large shopping areas		
Consulting Team	Social	Public Safety	Police	Want sufficient police protection services to meet community demand		
Consulting Team	Social	Public Safety	Police	Want dependable police response times		
Consulting Team	Social	Public Safety	Police	Want police protection services to be cost-efficient		
Consulting Team	Social	Public Safety	Police	Want to minimize turnover in police department personnel		
Consulting Team	Social	Public Safety	Police	Want to maintain a safe workforce		
Consulting Team	Social	Public Safety	Police	Want sustainable capacity to meet future demands over the long run		
Consulting Team	Social	Public Safety	Police	Want a community safe from violent and property crimes uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want a community with safe traffic for motorists and pedestrians uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want reduced police response times uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want high consumer satisfaction with overall level of service uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want professional, trained and certified police department personnel		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Public Safety	Police	Want demand for police protection services to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want effectiveness measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want reliability measures to be met uniformly throughout City		
Consulting Team	Social	Public Safety	Police	Want sustainability measures to be met uniformly throughout system		
Moved from other Dimensions						

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Healthcare - A healthy community whose residents enjoy a quality delivery of health care levels of service						
PROPOSED SUB-DIMENSION OBJECTIVE:	Healthcare - A healthy community whose residents have accessible, quality, comprehensive, affordable, cost effective healthcare and support services that are integrated, convenient, and culturally sensitive.						
SECTOR OBJECTIVE:	N/A						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Healthcare	N/A	1. Want sufficient primary and preventative (medical home), secondary and tertiary healthcare facilities, personnel and support services to meet current and future demand in an appropriate, convenient and reasonable setting.		33%	2
Draft Final	Social	Healthcare	N/A	2. Want health care services to be affordable by maximizing number of residents who are appropriately insured and/or have access to subsidized services.		36%	1
Proposed Objectives and Lower Level Objectives	Social	Healthcare	N/A	3. Want sustainable improvements in health outcomes (i.e., mental health, substance abuse and addiction, diabetes, obesity, high risk O.B. care, cancer (i.e., breast, liver, cervical, colon and prostate)) to be distributed uniformly and equitably to all residents.		31%	3
Preliminary Draft Final	Social	Healthcare	N/A	1. Want sufficient primary and preventative (medical home), secondary and tertiary healthcare facilities, personnel and support services to meet current and future demand.			
Preliminary Draft Final	Social	Healthcare	N/A	2. Want appropriate and reasonable health services to be available on demand.			
Preliminary Draft Final	Social	Healthcare	N/A	3. Want health care services to be affordable by maximizing number of residents who are insured and/or have access to subsidized services.			
Preliminary Draft Final	Social	Healthcare	N/A	4. Want sustainable improvements in health outcomes (i.e., mental health, substance abuse and addiction, diabetes, obesity, infant mortality, cancer (i.e., breast, cervical, colon and prostate))			
Preliminary Draft Final	Social	Healthcare	N/A	5. Want healthier outcomes to be distributed uniformly and equitably across all socio-economic classes.			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SUB-DIMENSION OBJECTIVE:	Healthcare - A healthy community whose residents enjoy a quality delivery of health care levels of service					
SECTOR OBJECTIVE:	N/A					
PROPOSED SUB-DIMENSION OBJECTIVE:	Healthcare - A healthy community whose residents have accessible, quality, comprehensive, affordable, cost effective healthcare and support services that are integrated, convenient, and culturally sensitive.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Healthcare	N/A	Provide better, and more accessible and affordable health care		
Stakeholders & Public Mtgs	Social	Healthcare	N/A	Build a healthier community (obesity, diabetes disease rates etc.)		
Proposed Objectives and Lower Level Objectives	Social	Healthcare	N/A	Want sufficient primary and preventative, secondary and tertiary healthcare and support services to meet demand.(Current and future)		
Workgroup	Social	Healthcare	N/A	Want appropriate and reasonable health services to be available as needed.		
Workgroup	Social	Healthcare	N/A	Want to maximize number of residents who are insured or have access to subsidized services.		
Workgroup	Social	Healthcare	N/A	Want health services to be sustainable over time.		
Workgroup	Social	Healthcare	N/A	Want improved health outcomes.		
Workgroup	Social	Healthcare	N/A	Want healthier outcomes to be distributed uniformly and equitable across all socio-economic classes.		
Consulting Team	Social	Healthcare	N/A	Want sufficient medical home / primary health care services to meet community demand		
Consulting Team	Social	Healthcare	N/A	Want sufficient secondary and tertiary health care services to meet community demand		
Consulting Team	Social	Healthcare	N/A	Want medical services to be available on demand		
Consulting Team	Social	Healthcare	N/A	Want medical service to be available at convenient times		
Consulting Team	Social	Healthcare	N/A	Want affordable health services		
Consulting Team	Social	Healthcare	N/A	Want to maximize the number of residents who are insured or who have access to subsidized services provided by Community Health Centers		
Consulting Team	Social	Healthcare	N/A	Want sustainable health services capacity to meet future demands over the long run		
Consulting Team	Social	Healthcare	N/A	Want healthier outcomes: Diabetes incidence and prevalence, Obesity incidence and prevalence, Immunization rates for children, Teenage pregnancy rate, Hypertension incidence and prevalence, No. of pregnant women entering prenatal care during 1st trimester, Cervical Cancer incidence and prevalence, Substance abuse incidence and prevalence, Incidence and prevalence of tuberculosis		
Consulting Team	Social	Healthcare	N/A	Want healthier outcomes to be distributed uniformly throughout the community		
Consulting Team	Social	Healthcare	N/A	Want demand for all services to be met uniformly throughout community and across all socio-economic classes		
Consulting Team	Social	Healthcare	N/A	Want to increase access to health care services (e.g., primary home) [Part of Equity of Access]		
Consulting Team	Social	Healthcare	N/A	Want on-demand availability and convenience of medical services to be available across all socio-economic classes		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Healthcare	N/A	Want healthier outcomes to be distributed uniformly throughout the community and across all socio-economic classes		
Moved from other Dimensions						

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Education - An educated community whose residents enjoy quality delivery of education services from pre-K through post-graduate levels, that provide them with the critical thinking and problem solving skills to develop as civic, cultured, productive members of the community.						
PROPOSED SUB-DIMENSION OBJECTIVE:	Education - Want an outcome based and accountable local educational system that is ranked among the best in the country, and is committed to providing its residents with quality delivery of education services from pre K through post-graduate levels as well as vocational training, uniformly throughout the community, and provides them with the knowledge, skills, competencies and attitudes to become civic, cultured, productive and engaged members of the community.						
SECTOR OBJECTIVE:	N/A						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	FINAL RANKING-Modified
Draft Final	Social	Education	N/A	1. Want every elementary / middle school student prepared for high school.		12%	5
Draft Final	Social	Education	N/A	2. Want every high school student to graduate.		15%	1
Proposed Objectives and Lower Level Objectives	Social	Education	N/A	3. Want every high school student who graduates to have skills to begin a career or to pursue post secondary education.		12%	2
Draft Final	Social	Education	N/A	4. Want sustainable increases in the percentage of our Brownsville residents to enter college and graduate.		15%	4
Draft Final	Social	Education	N/A	5. Want every high school graduate to be bilingual, biliterate, civically engaged and an employable life-long learner.		19%	3
Draft Final	Social	Education	N/A	6. Want all families actively participating and have their participation welcomed at all levels of our education system.		7%	7
Draft Final	Social	Education	N/A	7. Want quality schools that are safe, well-maintained and orderly with professional, trained and certified teachers utilizing the latest technologies to meet current and future educational demands.		7%	8
Draft Final	Social	Education	N/A	8. Want cost efficient and affordable delivery of quality local pre K-12 and post secondary education.		4%	9
Draft Final	Social	Education	N/A	9. Want a local educational system that is committed to achieving the best educational and workforce skill levels anywhere in collaboration with the private and public sectors of our community.		9%	6
Preliminary Draft Final	Social	Education	N/A	1. Want sustainable increases in the percentage of elementary / middle school students who enter high school prepared and graduate.			
Preliminary Draft Final	Social	Education	N/A	2. Want sustainable increases in the percentage of high school students who enter college prepared and graduate.			
Preliminary Draft Final	Social	Education	N/A	3. Want sustainable increases in enrollment and in the percentage of local college students who enter the work force prepared and graduate.			
Preliminary Draft Final	Social	Education	N/A	4. Want sustainable increases in the percentage of high school students that would otherwise not enter college, who graduate from vocational training schools as skilled, bilingual/biliterate and employable life-long learners in emerging and growing industry sectors.			
Preliminary Draft Final	Social	Education	N/A	5. Want all families actively participating at all levels of our education system and to have a choice as to where they send their children to school.			
Preliminary Draft Final	Social	Education	N/A	6. Want quality schools that are safe, well-maintained and orderly with professional, trained and certified teachers utilizing the latest technologies to meet current and future educational demands.			
Preliminary Draft Final	Social	Education	N/A	7. Want cost efficient and affordable delivery of quality local K-12 and university / college education.			
Preliminary Draft Final	Social	Education	N/A	8. Want a local educational system that is committed to achieving the best educational and workforce skill levels anywhere along the Border in collaboration with the private and public sectors of our community.			
Preliminary Draft Final	Social	Education	N/A	9. Want an educational system that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations.			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SUB-DIMENSION OBJECTIVE::	Education - An educated community whose residents enjoy quality delivery of education services from pre-K through post-graduate levels, that provide them with the critical thinking and problem solving skills to develop as civic, cultured, productive members of the community.					
PROPOSED SUB-DIMENSION OBJECTIVE:	Education - Want an outcome based and accountable local educational system that is ranked among the best in the country, and is committed to providing its residents with quality delivery of education services from pre-K through post-graduate levels as well as vocational training, uniformly throughout the community, and provides them with the knowledge, skills, competencies and attitudes to become civic, cultured, productive and engaged members of the community.					
SECTOR OBJECTIVE:	N/A					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Education		Create safe schools and improve the quality of education		
Stakeholders & Public Mtgs	Social	Education		Improve community's access and use of Internet and telecommunication technologies (Technology Quotient)		
Proposed Objectives and Lower Level Objectives	Social	Education		Produce people who are "productive, responsible, motivated, leaders."	Moved to Civic - Individuals/Leaders	
Workgroup	Social	Education		They would be "bilingual, bi-literate, employable, life-long learners."	Produce skilled workforce - D	
Workgroup	Social	Education		"Creative, Fulfilled, College-ready"	Produce quality Students - B	
Workgroup	Social	Education		"The best educated work force on the border."	Produce skilled workforce - D	
Workgroup	Social	Education		"Every student can achieve their dream."	Produce quality Students - B	
Workgroup	Social	Education		Had degrees at UTB in international business law	Produce skilled workforce - D	
Workgroup	Social	Education		Want us to be a resource of trained folks for local businesses attracting more businesses and provide jobs for a global market	Produce skilled workforce - D	
Workgroup	Social	Education		Success would be graduation and employment of the first class	Produce skilled workforce - D	
Workgroup	Social	Education		Provide students with the knowledge, skills, and attitudes that would empower them to make a difference. If that happened, Brownsville would be filled with residents who were highly competent and who valued excellence in their work, who respected and cared for the most vulnerable members of the community, and who were willing to work to create in our city a culture of shared responsibility and constructive growth.	Moved to Civic - Individuals/Leaders - collaboration with educational system	
Workgroup	Social	Education		Want schools to adapt to the 21st century and provide students with the thinking skills and competencies they need for today's world	Produce skilled workforce - D	
Workgroup	Social	Education		All students to make it to and through a four year college or university (begin tracking which high schools have the best college retention rates)	Produce quality Students - B	
Workgroup	Social	Education		All students graduate high school college ready (evidence: scale score on TAKS or THEA)	Produce quality Students - B	
Workgroup	Social	Education		All schools to be safe, focused, orderly places for students to excel	Quality Facilities - A	
Workgroup	Social	Education		All families have choice in where to send their children to school	Moved to Social - Equity/Access	
Workgroup	Social	Education		Want Brownsville to have a school system that was capable of forming a solid financial foundation for our children. Financial literacy within a community and/or city is essential for its growth and development.	Produce skilled workforce - D	
Workgroup	Social	Education		Start implementing financial education into our daily curriculum at the schools	Produce skilled workforce - D	
Workgroup	Social	Education		Want Brownsville to not need recruiting employees from other cities	Produce skilled workforce - D	
Workgroup	Social	Education		I wish Brownsville schools would be ranked one of the best in the country	Quality Facilities - A	

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Workgroup	Social	Education		I wish that UTB would be one of the colleges that students compete to get admitted to.	Quality Facilities - A	
Workgroup	Social	Education		I wish that Brownsville schools would prepare students better for college	Produce quality Students - B	
Workgroup	Social	Education		Want 100% of students graduate from high school.	Produce quality Students - B	
Workgroup	Social	Education		Want Brownsville to retain college graduates and professionals instead of them moving to another city of find jobs	Move to Economics - Households (Brain Drain)	
Consulting Team	Social	Education	Pre K/HS/Univ/Vocational	Want sufficient education services to meet community demand	Quality Facilities - A	
Consulting Team	Social	Education	Pre K/HS	Want consistent attendance	Produce quality Students - B/ Strategy	
Consulting Team	Social	Education	Pre K/HS/Univ/Vocational	Want cost efficient delivery of quality education	Cost - E	
Consulting Team	Social	Education	Pre K/Univ	Want education to be affordable	Cost - E	
Consulting Team	Social	Education	Pre K/HS/Univ/Vocational	Want sustainable capacity to meet future demands over the long run	Quality Facilities - A	
Consulting Team	Social	Education	Pre K/HS/Univ/Vocational	Want an educational system that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations	environmental - F	
Consulting Team	Social	Education	Pre K/HS/Univ/Vocational	Want well maintained school facilities	Quality Facilities - A	
Consulting Team	Social	Education	Pre K/HS	Want primary school/HS graduates prepared to perform at the next academic level throughout system	Produce quality Students - B	
Consulting Team	Social	Education	Pre K/HS	Want clean, safe schools	Quality Facilities - A	
Consulting Team	Social	Education	Pre K/HS	Want high parents/guardians satisfaction with overall level of education uniformly throughout City	Satisfaction - J	
Consulting Team	Social	Education	Pre K/HS	Want professional, trained and certified teachers and administrators	Quality Teachers - G	
Consulting Team	Social	Education	Pre K/HS/Univ	Want availability of education services to be distributed uniformly throughout City	Quality Facilities - A	
Consulting Team	Social	Education	Pre K/HS	Want consistent attendance performance to be uniform throughout district and across socio-economic classes	Disparity - K	
Consulting Team	Social	Education	Pre K/HS/Univ	Want education to be affordable	Cost - E	
Consulting Team	Social	Education	Pre K/HS	Want sustainability performance to be consistent across entire system	Disparity - K	
Consulting Team	Social	Education	Pre K/HS	Want effectiveness performance to be consistent across entire system and across socio-economic classes	Disparity - K	
Consulting Team	Social	Education	HS/Univ/Vocational	Want to minimize teachers turnover	Quality Teachers - G	
Consulting Team	Social	Education	HS/Univ	Want high rates of secondary/University education completion	Produce quality Students - B	
Consulting Team	Social	Education	HS	Want high scores in secondary education exit exams	Produce quality Students - B	
Consulting Team	Social	Education	University	Want to increase university enrollment	Supply - H	

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Education	University	Want access to university education services to be distributed uniformly throughout City [Equity]	Moved to Social - Equity/Access	
Consulting Team	Social	Education	University	Want consistent increase in university enrollment	Disparity - K	
Consulting Team	Social	Education	University/ Vocational	Want academically and professionally qualified instructors	Quality Teachers - G	
Consulting Team	Social	Education	University	Want local university graduates prepared to enter job market	Produce skilled workforce - D	
Consulting Team	Social	Education	University	Want enrollment to be distributed equitably across all gender and socio-economic classes	Disparity - K	
Consulting Team	Social	Education	University	Want effectiveness to be distributed equitably across all gender and socio-economic classes	Disparity - K	
Consulting Team	Social	Education	Vocational	Want dependable supply of vocational and continuing education services	Sustainability - I	
Consulting Team	Social	Education	Vocational	Want to maintain a safe workforce	Quality Facilities - A	
Consulting Team	Social	Education	Vocational	Want to increase enrollment of non-college graduates in vocational/technical and continuing education programs	Supply - H	
Consulting Team	Social	Education	Vocational	Want vocational training to meet demand in emerging and growing sectors	Produce skilled workforce - D/Supply - H	
Consulting Team	Social	Education	Vocational	Want high satisfaction with overall level of vocational training and continued education	Satisfaction - J	
Consulting Team	Social	Education	Vocational	Want a community with current skills sets	Produce skilled workforce - D	
Consulting Team	Social	Education	Vocational	Want availability of vocational education services to be distributed uniformly to all socio-economic classes	Disparity - K	
Consulting Team	Social	Education	Vocational	Want cost of vocational and continuing education to be affordable and equitable	Cost - E	
Consulting Team	Social	Education	Vocational	Want reliability to be distributed equitably throughout system	Disparity - K	
Consulting Team	Social	Education	Vocational	Want effectiveness to be distributed equitably across all gender and socio-economic classes distributed equitably throughout system	Disparity - K	
Moved from other Dimensions						
ECON-HH	Social	Education		Better education	Moved to Social - Education	
ECON-HH	Social	Education		Increased enrollment at UTB	Moved to Social - Education Committee	
ECON-HH	Social	Education		More student housing & promotion/advertising of UTB	Moved to Social - Education Committee	
ECON-Public	Social	Education		Highly skilled and educated citizens	Moved to Social-Education/Econ-Households	
ECON-Public	Social	Education		Need to educate our personnel e.g. engineering	Moved to Economic-Households/Social-Education	
ECON-Public	Social	Education		BISD needs to get back to basics and educate our students; our students are not making it University and that is because they are not being prepared properly. Their focus is too much on TAAS that they don't teach basics	Moved to Social-Education	
ECON-Public	Social	Education		BISD needs to stay focused on the dropout rates and are doing nothing to correct it	Moved to Social-Education	
ECON-Public	Social	Education		BISD administrators do not put any attention to teach basics or principles. No communication. Administration acts like dictators.	Moved to Social-Education	
ECON-Public	Social	Education		Reduce High School drop-out rate	Moved to Social-Education	
ECON-Public	Social	Education		Increase percentage of workforce with post-secondary education or training	Moved to Social-Education and Economic-Households	

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SUB-DIMENSION OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.						
SECTOR OBJECTIVE:	Neighborhoods - A community with available livable neighborhoods consisting of a balanced mix of uses, accessible via pedestrian friendly and livable streets and boulevards, connected with other compatible land uses, with preserved, linked open/green spaces that provide multiple recreational, environmental and drainage benefits.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Landuse	Neighborhoods	1. Want to increase the supply of livable, master planned, neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards.		29%	1
Draft Final	Social	Landuse	Neighborhoods	2. Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing planning and zoning regulations as well as city ordinances.		28%	2
Draft Final	Social	Landuse	Neighborhoods	3. Want to manage residential growth so that the life cycle costs of public infrastructure, are cost efficient, equitably distributed within the community, and do not penalize or favor either existing neighborhoods, new in-fill development or new outside development unfairly.		4%	6
Proposed Objectives and Lower Level Objectives	Social	Landuse	Neighborhoods	4. Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.		3%	7
Draft Final	Social	Landuse	Neighborhoods	5. Want sufficient and linked parks/trails/open space to meet community demand		14%	4
Draft Final	Social	Landuse	Neighborhoods	6. Want a parks department that is cost efficient, maintains its natural and man-made infrastructure, and provides a high level of consumer satisfaction with affordable and equitable fees.		7%	5
Draft Final	Social	Landuse	Neighborhoods	7. Want to preserve and protect existing green spaces and waterways especially resacas		15%	3
Preliminary Draft Final	Social	Landuse	Neighborhoods	1. Want to increase the supply of livable, master planned, neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	2. Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing land use planning and zoning regulations.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	3. Want to manage residential growth so that the life cycle costs of public infrastructure, are cost efficient, equitably distributed within the community, and do not penalize or favor either existing neighborhoods, new in-fill development or new outside development unfairly.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	4. Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	5. Want sufficient parks/trails/open space to meet community demand			
Preliminary Draft Final	Social	Landuse	Neighborhoods	6. Want a parks department that is cost efficient, maintains its natural and man-made infrastructure, and is financially stable and self-sufficient.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	7. Want park department fees that are competitive, affordable and equitable.			
Preliminary Draft Final	Social	Landuse	Neighborhoods	8. Want to preserve and protect existing green spaces and waterways especially resacas			
Preliminary Draft Final	Social	Landuse	Neighborhoods	9. Want sufficient and linked clusters of safe and clean parks/trails/open spaces to meet community demand			
Preliminary Draft Final	Social	Landuse	Neighborhoods	10. Want high consumer satisfaction with parks department level of service uniformly throughout City			

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SECTOR OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.					
SECTOR OBJECTIVE:	Neighborhoods - A community with available livable neighborhoods consisting of a balanced mix of uses, accessible via pedestrian friendly and livable streets and boulevards, connected with other compatible land uses, with preserved, linked open/green spaces that provide multiple recreational, environmental and drainage benefits.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Landuse	Neighborhoods	Create a healthy mix of residential, commercial and industrial land use patterns		
Stakeholders & Public Mtgs	Social	Landuse	Neighborhoods	Provide more parks (green space) and open space/recreation opportunities		
Workgroup	Social	Landuse	Neighborhoods	Want to increase number of livable, master planned, neighborhoods		
Proposed Objectives and Lower Level Objectives	Social	Landuse	Neighborhoods	Want to increase tourism venues		
Workgroup	Social	Landuse	Neighborhoods	Want more landmark architecture		
Workgroup	Social	Landuse	Neighborhoods	Want efficient management of in-fill development		
Workgroup	Social	Landuse	Neighborhoods	Want development costs to reflect true costs of development and not penalize either in-fill development or outside development unfairly		
Workgroup	Social	Landuse	Neighborhoods	Want to preserve and protect existing open/green spaces and waterways especially resacas		
Workgroup	Social	Landuse	Neighborhoods	Want to promote stable neighborhoods especially downtown		
Workgroup	Social	Landuse	Neighborhoods	Want a city with more tourist venues, landmark architecture, clustered historic structures, and one that plays up on its unique strengths		
Consulting Team	Social	Landuse	Neighborhoods	Want to increase number of livable neighborhoods		
Consulting Team	Social	Landuse	Neighborhoods	Want sufficient parks/trails/open space to meet community demand		
Consulting Team	Social	Landuse	Neighborhoods	Want sufficient residential land use area to meet community demand		
Consulting Team	Social	Landuse	Neighborhoods	Want parks/trails/open space amenities that are available to public during convenient hours	Consumer satisfaction	
Consulting Team	Social	Landuse	Neighborhoods	Want efficient life cycle costs for neighborhood public interconnection infrastructure (parks, open space, utilities and transportation)		
Consulting Team	Social	Landuse	Neighborhoods	Want efficient life cycle costs for internal neighborhood interconnection infrastructure (parks/trails, open space, utilities and transportation)		
Consulting Team	Social	Landuse	Neighborhoods	Want park fees that are competitive		
Consulting Team	Social	Landuse	Neighborhoods	Want City property tax rates that are competitive	Economic - Public Sector/Social - Equity	
Consulting Team	Social	Landuse	Neighborhoods	Want to preserve and protect existing open/green spaces and waterways		
Consulting Team	Social	Landuse	Neighborhoods	Want parks department to be financially sound		
Consulting Team	Social	Landuse	Neighborhoods	Want well maintained parks/open spaces		
Consulting Team	Social	Landuse	Neighborhoods	Want City property tax revenues to be sufficient to cover the cost of providing (non-user fee) based city services and maintaining public and internal (non-user fee based) infrastructure		
Consulting Team	Social	Landuse	Neighborhoods	Want balanced mix of housing, workplace, shopping, recreation/parks, and schools/institutional uses within accessible (i.e., walking or biking) distances		
Consulting Team	Social	Landuse	Neighborhoods	Want clean, safe, pedestrian-friendly and livable streets and boulevards		
Consulting Team	Social	Landuse	Neighborhoods	Want neighborhood connectivity with other compatible land uses		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Landuse	Neighborhoods	Want linked open spaces and parks and waterways that are clean and safe		
Consulting Team	Social	Landuse	Neighborhoods	Want high consumer satisfaction with overall level of parks facilities uniformly throughout City		
Consulting Team	Social	Landuse	Neighborhoods	Want livable neighborhoods to be distributed uniformly throughout City		
Consulting Team	Social	Landuse	Neighborhoods	Want demand for parks/trails/open space to be met uniformly throughout City		
Consulting Team	Social	Landuse	Neighborhoods	Want reliability to be distributed equitably among all residents		
Consulting Team	Social	Landuse	Neighborhoods	Want park fees that are affordable and equitable		
Consulting Team	Social	Landuse	Neighborhoods	Want City property tax rates that are affordable and equitable		
Consulting Team	Social	Landuse	Neighborhoods	Want effectiveness to be distributed equitably among all residential areas		
Consulting Team	Social	Landuse	Neighborhoods	Want sustainability to be distributed equitably among all residential, parks/open space areas		
Moved from other Dimensions						
ECON-Public	Social	Landuse	Neighborhoods	City make residences keep their properties mowed and clean	Moved to Social-Land Use-Residential/Housing	

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SUB-DIMENSION OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.						
SECTOR OBJECTIVE:	Commercial/Industrial - A community with available commercial and industrial land use areas sufficient to support the production/sale of goods and services and the community's economic development in a manner compatible with other land uses.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Landuse	Commerical / Industrial	1. Want sufficient commercial/industrial zoned land with well mainained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development strategies.		33%	2
Draft Final	Social	Landuse	Commerical / Industrial	2. Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.		17%	3
Draft Final	Social	Landuse	Commerical / Industrial	3. Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure, and that do not negatively affect incompatible land uses.		50%	1
Proposed Objectives and Lower Level Objectives	Social	Landuse	Commerical / Industrial	1. Want sufficient commercial/industrial zoned land with well mainained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development strategies.			
Preliminary Draft Final	Social	Landuse	Commerical / Industrial	2. Want to manage industrial/commercial growth so that the life cycle costs of public infrastrastucture are cost efficient and equitably distributed within the community.			
Preliminary Draft Final	Social	Landuse	Commerical / Industrial	3. Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.			
Preliminary Draft Final	Social	Landuse	Commerical / Industrial	4. Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure, and that do not negatively affect incompatible land uses.			

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SECTOR OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.					
SECTOR OBJECTIVE:	Commercial / Industrial - A community with available commercial and industrial land use areas sufficient to support the production/sale of goods and services and the community's economic development in a manner compatible with other land uses.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Landuse	Commerical / Industrial	Create a healthy mix of residential, commercial and industrial land use patterns		
Stakeholders & Public Mtgs	Social	Landuse	Commerical / Industrial			
Workgroup	Social	Landuse	Commerical / Industrial	Want to lower the cost, time and effort needed to open and operate a business	Moved to Economics - Firms	
Proposed Objectives and Lower Level Objectives	Social	Landuse	Commerical / Industrial	Want industrial land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development strategies	Supply/Capacity A	
Consulting Team	Social	Landuse	Commerical / Industrial	Want sufficient commercial / industrial land use area to meet community demand	Supply/Capacity A	
Consulting Team	Social	Landuse	Commerical / Industrial	Want dependable supply of commercial/industrial land use	Supply/Capacity A	
Consulting Team	Social	Landuse	Commerical / Industrial	Want efficient life cycle costs for commerical/ind land use public interconnection infrastructure (open space, utilities and transportation)	Cost Efficiency/Affordability B	
Consulting Team	Social	Landuse	Commerical / Industrial	Want City property tax rates that are affordable and competitive	Cost Efficiency/Affordability B	
Consulting Team	Social	Landuse	Commerical / Industrial	Want well maintained interconnection infrastructure	Cost Efficiency/Affordability B	
Consulting Team	Social	Landuse	Commerical / Industrial	Want City property tax revenues to be sufficient to cover the cost of providing (non-user fee) based city services and maintaining public (non-user fee based) infrastructure	Cost Efficiency/Affordability B	
Consulting Team	Social	Landuse	Commerical / Industrial	Want industrial use connectivity with other compatible land uses and supporting utility and transportation infrastructure	Quality C	
Consulting Team	Social	Landuse	Commerical / Industrial	Want to insure industrial land uses do not affect negatively incompatible landuses	Quality C	
Consulting Team	Social	Landuse	Commerical / Industrial	Want City property tax rates that are equitable	Cost Efficiency/Affordability B	
Moved from other Dimensions						
ECON-Private	Social	Landuse	Commerical / Industrial	Want providers of goods and Services distributed throughout the Community	Moved to Social - Landuse	
ECON-Private	Social	Landuse	Commerical / Industrial	Want community growth that sustains economic growth	Moved to Econ - Households / Infrastructure / Land Use-Industrial	
ECON-Public	Social	Landuse	Commerical / Industrial	Want our industrial sectors to be in certain areas	Moved to Social-Industrial Land Use	
ECON-Public	Social	Landuse	Commerical / Industrial	PUB needs to maintain everything and need to charge developers correct amounts	Moved to Infrastructure-Utilities/Social-Land Use-Residential/Commercial-Housing	

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SUB-DIMENSION OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.						
SECTOR OBJECTIVE:	Housing - A community with an ample, adequate and affordable supply of quality rental and non-rental housing.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Landuse	Housing	1. Want sufficient and dependable supply of housing units to meet community's demand through the City's residential zones.		13%	3
Draft Final	Social	Landuse	Housing	2. Want government sponsored housing organizations to be operated in a cost efficient manner with proper oversight and accountability and with housing distributed throughout the city in an equitable manner		12%	4
Draft Final	Social	Landuse	Housing	3. Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout City, but especially downtown.		38%	1
Proposed Objectives and Lower Level Objectives	Social	Landuse	Housing	4. Want housing to meet at least minimal standards, including applicable city codes, and minimal lot and livable space requirements uniformly throughout the City		37%	2
Preliminary Draft Final	Social	Landuse	Housing	1. Want sufficient and dependable supply of housing units to meet community's demand through the City's residential zones.			
Preliminary Draft Final	Social	Landuse	Housing	2. Want government sponsored housing construction costs to be efficient			
Preliminary Draft Final	Social	Landuse	Housing	3. Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout City, but especially downtown.			
Preliminary Draft Final	Social	Landuse	Housing	4. Want housing to meet at least minimal standards, including applicable city codes, and minimal lot and livable space requirements uniformly throughout the City			

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SECTOR OBJECTIVE:	Land Use - A well planned community with livable neighborhoods; with an ample, equitable and affordable housing supply with connected compatible land uses that provide a foundation for sustainable quality of life and economic development.					
SECTOR OBJECTIVE:	Housing - A community with an ample, adequate and affordable supply of quality rental and non-rental housing.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Landuse	Housing	Create a healthy mix of residential, commercial and industrial land use patterns		
Workgroup	Social	Landuse	Housing	Want to preserve and protect the character of existing neighborhoods especially in the downtown area	Downtown Component - Moved to Social-Downtown	
Consulting Team	Social	Landuse	Housing	Want sufficient housing units to meet community demand		
Proposed Objectives and	Social	Landuse	Housing	Want a dependable supply of housing		
Consulting Team	Social	Landuse	Housing	Want government sponsored housing construction costs to be efficient		
Consulting Team	Social	Landuse	Housing	Want to preserve and protect existing neighborhoods		
Consulting Team	Social	Landuse	Housing	Want to increase owner occupied housing		
Consulting Team	Social	Landuse	Housing	Want well maintained housing units		
Consulting Team	Social	Landuse	Housing	Want to minimize housing unit foreclosures	Moved to Social - Equity	
Consulting Team	Social	Landuse	Housing	Want housing units that comply with applicable city codes uniformly throughout City		
Consulting Team	Social	Landuse	Housing	Want housing with at least a minimal set of amenities uniformly throughout City		
Consulting Team	Social	Landuse	Housing	Want housing units with ample un-crowded living areas uniformly throughout City		
Consulting Team	Social	Landuse	Housing	Want demand for housing units to be met uniformly throughout City's residential zones		
Consulting Team	Social	Landuse	Housing	Want a dependable supply of housing uniformly throughout City's residential zones		
Consulting Team	Social	Landuse	Housing	Want housing costs to be affordable	Moved to Social - Equity	
Consulting Team	Social	Landuse	Housing	Want sustainability lower level objectives to be met uniformly throughout City		
Consulting Team	Social	Landuse	Housing	Want effectiveness lower level objectives to be met uniformly throughout City		
Moved from other Dimensions						
ECON-Public	Social	Landuse	Housing	City needs streets built wider and with sidewalks as standard	Moved to Infrastructure-Transportation and Social-Land Use	

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.						
SUB-DIMENSION OBJECTIVE:	Downtown - A community that capitalizes on its unique heritage and cultural resources to generate a thriving creative economy that enhances the quality of life of its residents and attracts visitors year round.						
SECTOR OBJECTIVE:	N/A						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	Social	Downtown/Cultural	N/A	1. Want a revitalized downtown consisting of an economically thriving and creative cultural district recognized as an international attraction and the preeminent historic and entertainment destination of the Rio Grande Valley.	Downtown Revitalization	33%	1/2/3
Draft Final	Social	Downtown/Cultural	N/A	2. Want to capitalize on Brownsville's significant history, recognize it as our most valuable cultural asset, promote its appreciation, and protect, restore and conserve all of Brownsville's historic locations, structures and neighborhoods.	Historic Preservation	33%	1/2/3
Draft Final	Social	Downtown/Cultural	N/A	3. Want to expand the quantity, diversity and quality of cultural offerings, fine arts education, support for entertainment-based jobs and enterprises, and develop sustainable venues and programs that showcase our cultural wealth worldwide.	Arts & Entertainment	33%	1/2/3
Proposed Objectives and Lower Level Objectives	Social	Downtown/Cultural	N/A	1. Want a vibrant downtown that is the leading cultural destination in the Valley with an active creative community, featuring year-round historic, cultural and entertainment venues that manifest the City's heritage and natural resources and that attain national and international recognition			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	2. Want a growing downtown economy that is driven by a thriving creative industry and supporting retail/entertainment sectors, and that also promotes the community's overall economic development by providing a rich "quality of place" that helps to attract high value firms and their employees.			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	3. Want a safe, pedestrian-friendly downtown with connected mixed land uses that provide activity throughout the day and night with a dynamic resident population.			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	4. Want to increase the number and diversity of participants in cultural events by increasing the access, affordability and awareness of cultural and historic preservation opportunities.			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	7. Want future generations to develop an appreciation for the importance of culture, philanthropy, their cultural/historical heritage and their benefits to the community.			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	8. Want high quality historic preservation with a historic building inventory at a maintenance level.			
Preliminary Draft Final	Social	Downtown/Cultural	N/A	9. Want cultural organizations to be financially stable and economically efficient; and the City to be committed to helping private, public and non-profit cultural organizations in this effort including support for the heritage tourism industry and preservation of historic assets through a combination of technical assistance, synergy, promotion of inter-institutional collaboration (UTB, etc.), direct funding and productive incentives			

DIMENSION GOAL:	SOCIAL - A healthy, educated, safe and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective and sustainable manner through the 10-year planning horizon.					
SECTOR OBJECTIVE:	Downtown - A community with a thriving, clean and safe, pedestrian friendly, distinct town center that values, celebrates and preserves its historic resources, provides varied and quality cultural entertainment opportunities, and a sense of community identity.					
SECTOR OBJECTIVE:	N/A					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Stakeholders & Public Mtgs	Social	Downtown/Cultural	N/A	Create greater and more diverse mix of cultural and entertainment opportunities		
Stakeholders & Public Mtgs	Social	Downtown/Cultural	N/A	Preserve historic Brownsville		
Workgroup	Social	Downtown/Cultural	N/A	Want to provide sufficient cultural offerings to meet the demand of a rapidly growing and culturally diversified community.		
Proposed Objectives and Lower Level Objectives	Social	Downtown/Cultural	N/A	Want to convert our downtown district into a year round tourist attraction by practicing historic asset preservation and developing cultural venues that reflect the unique character and heritage of the City.		
Workgroup	Social	Downtown/Cultural	N/A	Want to revitalize the downtown district by ensuring a well balanced mix of uses, including business, retail, residential, recreation, civic, historic and cultural uses.		
Workgroup	Social	Downtown/Cultural	N/A	Want to attract creative industries that will contribute to the City's reputation as a cultural center.		
Workgroup	Social	Downtown/Cultural	N/A	Want to greatly enhance the value of our downtown by building cultural venues with significant regional impact and international recognition.		
Workgroup	Social	Downtown/Cultural	N/A	Want to encourage private, public, and non-profit sectors to develop a consistent pattern of cultural programs throughout the year.		
Workgroup	Social	Downtown/Cultural	N/A	Want to provide residents and visitors with access to reliable online information about cultural activities on a consistent basis.		
Workgroup	Social	Downtown/Cultural	N/A	Want to assure that City agencies and resources are fully committed to the development and support of the heritage tourism industry.		
Workgroup	Social	Downtown/Cultural	N/A	Want to establish an effective alliance of cultural organizations to jointly develop a unified strategy that will support consistent, high-quality offerings.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop guidelines for the practice of economically feasible, high quality historic preservation.		
Workgroup	Social	Downtown/Cultural	N/A	Want to generate a downtown economy that will boost sales tax revenues, create jobs and small business, and increase property values.		
Workgroup	Social	Downtown/Cultural	N/A	Want to assist cultural organizations in diversifying their sources of revenue, enhance their marketing and make more efficient use of available City resources.		
Workgroup	Social	Downtown/Cultural	N/A	Want to attract creative industries with highly-skilled employees and high-retention rates by providing a culturally rich livelihood.		
Workgroup	Social	Downtown/Cultural	N/A	Want our new generations to develop an appreciation of philanthropy and its benefits to the community.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop easy to implement guidelines that promote high quality historic preservation.		
Workgroup	Social	Downtown/Cultural	N/A	Want future generations to support the community's cultural heritage by encouraging collaboration between school systems and cultural organizations.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop effective guidelines for the equitable distribution of funding for large cultural projects and prevent single massive projects from precluding investment in others.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop financial mechanisms that will provide funds to develop tourism attractions and attract creative industries to the City.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop financial mechanisms that will provide sufficient working capital needed by cultural organizations.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop financial mechanisms to incentivize the private, public, and non-profit sectors to preserve and maintain historic assets.		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Workgroup	Social	Downtown/Cultural	N/A	Want to retain and attract a highly creative, productive workforce.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop a strong reputation as a the leading cultural destination in the Rio Grande Valley.		
Workgroup	Social	Downtown/Cultural	N/A	Want residents to develop a strong sense of pride in our community and its multi-cultural heritage.		
Workgroup	Social	Downtown/Cultural	N/A	Want to develop a safe and enjoyable ambience in our downtown district that results in significant pedestrian activity during the day and evening.		
Workgroup	Social	Downtown/Cultural	N/A	Want to create practical opportunities for all members of the community to become involved in culture, arts, tourism, entertainment and historic preservation.		
Workgroup	Social	Downtown/Cultural	N/A	Want to promote cultural activities which are affordable for individuals of all income levels.		
Workgroup	Social	Downtown/Cultural	N/A	Want to ensure that, aside from its downtown district, all areas of the community are involved in meaningful cultural activities, especially its neighborhood parks.		
Workgroup	Social	Downtown/Cultural	N/A	Want to focus on promoting the growth of specific "creative industries" which are under-represented in the surrounding economy.		
Workgroup	Social	Downtown/Cultural	N/A	Want to provide funding opportunities for different categories of applicants, such as individuals, small organizations, and large organizations.		
Workgroup	Social	Downtown/Cultural	N/A	Want to maximize attendance of cultural activities by offering a range of affordable transportation options throughout the community		
Consulting Team	Social	Downtown/Cultural	N/A	Want sufficient supply of arts/cultural/entertainment venues to enhance and meet community aggregate demand		
Consulting Team	Social	Downtown/Cultural	N/A	Want sufficient supply of historic resources/venues to enhance and meet community aggregate demand		
Consulting Team	Social	Downtown/Cultural	N/A	Want downtown to be active and inhabited throughout the entire day year round		
Consulting Team	Social	Downtown/Cultural	N/A	Want arts/cultural organizations to be self-supporting		
Consulting Team	Social	Downtown/Cultural	N/A	Want arts/cultural organizations that use City funds to have cost efficient operations		
Consulting Team	Social	Downtown/Cultural	N/A	Want to increase economic activity and vitality of downtown area		
Consulting Team	Social	Downtown/Cultural	N/A	Want historic preservation efforts that utilize City funds to be cost efficient		
Consulting Team	Social	Downtown/Cultural	N/A	Want arts/cultural enhancement efforts that utilize City funds to be cost efficient		
Consulting Team	Social	Downtown/Cultural	N/A	Want downtown revitalization efforts that utilize City funds to be cost efficient		
Consulting Team	Social	Downtown/Cultural	N/A	Want to preserve and protect existing historic resources		
Consulting Team	Social	Downtown/Cultural	N/A	Want to increase private sector support for arts/cultural venues		
Consulting Team	Social	Downtown/Cultural	N/A	Want more residents to enjoy and appreciate arts/cultural opportunities and benefits		
Consulting Team	Social	Downtown/Cultural	N/A	Want historic building inventory at a maintenance level		
Consulting Team	Social	Downtown/Cultural	N/A	Want to preserve and protect existing arts/cultural institutions		
Consulting Team	Social	Downtown/Cultural	N/A	Want balanced mix of housing, workplace, shopping, recreation/parks, and institutional uses downtown to be within accessible (i.e., walking or biking) distances		
Consulting Team	Social	Downtown/Cultural	N/A	Want clean, safe, pedestrian-friendly and livable streets and boulevards		
Consulting Team	Social	Downtown/Cultural	N/A	Want neighborhood connectivity with other compatible land uses		
Consulting Team	Social	Downtown/Cultural	N/A	Want open spaces, parks, waterways and other amenities to be spacially linked		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	INDICATORS
Consulting Team	Social	Downtown/Cultural	N/A	Want downtown to create a sense of identity for City		
Consulting Team	Social	Downtown/Cultural	N/A	Want diverse arts/cultural and entertainment venues available downtown		
Consulting Team	Social	Downtown/Cultural	N/A	Want enjoyment and appreciation for arts/cultural opportunities and benefits to be available to all residents throughout the community		
Consulting Team	Social	Downtown/Cultural	N/A	Want unit user fees to arts/culture venues to be affordable and equitable		
Consulting Team	Social	Downtown/Cultural	N/A	Want effectiveness elements to be equitably accessible to all residents		
Consulting Team	Social	Downtown/Cultural	N/A	Want historic preservation and protection to be distributed equitably between sites		
Consulting Team	Social	Downtown/Cultural	N/A	Want historic preservation to be affordable		
Moved from other Dimensions						
ECON-HH	Social	Downtown/Cultural	N/A	Development of new image of Downtown Brownsville	Moved to Social-Downtown Revitalization Committee (Strategy)	
ECON-Private	Social	Downtown/Cultural	N/A	Want a downtown area that caters to student population (i.e.. 6th Street)	Moved to Social-Downtown revitalization	
ECON-Public	Social	Downtown/Cultural	N/A	Develop downtown economic development plan	Moved to Social-Downtown revitalization	
ECON-Public	Social	Downtown/Cultural	N/A	Increase number of businesses downtown	Moved to Social-Downtown revitalization/Economic-private sector	
ECON-Public	Social	Downtown/Cultural	N/A	Incubate new businesses downtown through incubator	Moved to Social-Downtown revitalization/Economic-private sector (strategy)	
ECON-Public	Social	Downtown/Cultural	N/A	Increase sales tax dollars generated by downtown district	Moved to Social-Downtown revitalization/Economic-private sector	



City of Brownsville Comprehensive Plan

Civic Dimension

Proposed Objectives and Lower Level Objectives

Draft Final

(Draft Final - Preliminary Draft Final - Input)

DIMENSION GOAL:	CIVIC - An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10-yr planning horizon.						
SECTOR OBJECTIVE:	Individuals - An engaged, informed and civically responsible community whose residents volunteer and participate effectively in civic affairs working toward a shared vision of the community's sustainable development.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	CIVIC	N/A	Individuals	1. Improve and sustain the number, quality and diversity of effectively engaged individuals working together to improve the quality of life and economic development of the community.		38%	1
Draft Final	CIVIC	N/A	Individuals	2. Engage well-informed individuals (e.g., voters, volunteers) committed to participation and action, who are empowered with a sense of ownership, accountability and responsibility in the community.		33%	2
Draft Final	CIVIC	N/A	Individuals	3. Increase the number, frequency and awareness of opportunities for engagement while reducing the cost, time and effort to develop and retain engaged individuals.		29%	3
Preliminary Draft Final	CIVIC	N/A	Individuals	1. Want sustainable improvements in the number, quality, diversity (age, race, gender, income etc) of effectively engaged individuals through all facets of our community that are working together in the planning and implementation of a common vision to improve the quality of life and economic development of the community.			
Preliminary Draft Final	CIVIC	N/A	Individuals	2. Want quality engaged individuals (e.g., voters, volunteers) that are committed to participation and action, civically responsible, well informed, and empowered with a sense of ownership, and individual accountability and responsibility for the state of the City.			
Preliminary Draft Final	CIVIC	N/A	Individuals	3. Want to reduce the cost, time and effort to develop and retain quality engaged individuals, and to increase the number, frequency and awareness of opportunities for engagement			
Preliminary Draft Final	CIVIC	N/A	Individuals	4. Want to develop a united community with a positive self image that is projected effectively to the outside world.			

DIMENSION GOAL:	CIVIC - An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10-yr planning horizon.				
SECTOR OBJECTIVE:	Individuals - An engaged, informed and civically responsible community whose residents volunteer and participate effectively in civic affairs working toward a shared vision of the community's sustainable development.				
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS
Stakeholders & Public Mtgs	CIVIC	N/A	Individuals	Increase civic participation (voting, volunteerism, etc.)	
Stakeholders & Public Mtgs	CIVIC	N/A	Individuals	Create a more positive and united community	
Workgroup	CIVIC	N/A	Individuals	Want to distribute civic engagement through all facets of our community	
Workgroup	CIVIC	N/A	Individuals	Want to increase awareness of volunteer opportunities	
Workgroup	CIVIC	N/A	Individuals	Want to increase commitment of volunteers	
Workgroup	CIVIC	N/A	Individuals	Want informed volunteers. Perhaps a training orientation that explains the responsibilities of the service	
Workgroup	CIVIC	N/A	Individuals	Want volunteers to show up and not just commit to something and not attend	
Workgroup	CIVIC	N/A	Individuals	Want Civic Responsibility – volunteers should have a sense of ownership, accountability for state of affairs	
Workgroup	CIVIC	N/A	Individuals	Volunteers should be aware of civic issues	
Workgroup	CIVIC	N/A	Individuals	Perhaps have a Volunteer Center (V-Harmony.com!) this could be a clearinghouse to connect people with opportunities	
Consulting Team	CIVIC	N/A	Individuals	Want to increase the number of engaged individuals (voting, volunteerism)	
Consulting Team	CIVIC	N/A	Individuals	Want to increase the diversity and representativeness of engaged individuals (e.g. age, gender, race, city districts, income)	
Consulting Team	CIVIC	N/A	Individuals	Want engagement to be distributed through all other sustainability dimensions (economic, social, environment, utilities)	
Consulting Team	CIVIC	N/A	Individuals	Want increased frequency of engagement	
Consulting Team	CIVIC	N/A	Individuals	Reduce the cost, time and effort of recruiting effectively engaged individuals	
Consulting Team	CIVIC	N/A	Individuals	Want long term consistency in number of effectively engaged individuals	
Consulting Team	CIVIC	N/A	Individuals	Want long term consistency in the frequency of engagements by individuals	
Consulting Team	CIVIC	N/A	Individuals	Want long term consistency in the diversity and representativeness of effectively engaged individuals	
Consulting Team	CIVIC	N/A	Individuals	Want long term consistency in the distribution of engagement through other sustainability dimensions	
Consulting Team	CIVIC	N/A	Individuals	Want engaged individuals to be qualified and available for the task	
Consulting Team	CIVIC	N/A	Individuals	Want engaged individuals that are well informed	
Consulting Team	CIVIC	N/A	Individuals	Want engaged individuals to be civically responsible	
Consulting Team	CIVIC	N/A	Individuals	Want to increase community's Social Capital	
Moved from other Dimensions					
Economic-HH	CIVIC	N/A	Individuals	Improve self image in our community through a Pride Building Campaign	Moved to Civic Engagement (objective & strategy)
Economic-HH	CIVIC	N/A	Individuals	City wide rally/campaign for the Imagine Brownsville Project	Moved to Civic Engagement - Leadership (strategy)

DIMENSION GOAL:	CIVIC - An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10-yr planning horizon.						
SECTOR OBJECTIVE:	Institutions - To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	CIVIC	N/A	Institutions	1. To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' instituti		100.0%	1
Preliminary Draft Final	CIVIC	N/A	Institutions	1. To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions.			
Preliminary Draft Final	CIVIC	N/A	Institutions	2. Want sustainable, effective and continuous inter-institutional and intra-institutional cooperation and collaboration among private and public sector institutions throughout all sustainable planning dimensions (social, infrastructure, economic and environmental) to enhance the quality of life and economic development benefits in Brownsville			
Preliminary Draft Final	CIVIC	N/A	Institutions	3. Want to minimize the cost, time and effort to develop effective, continuous and sustainable intra and inter-institutional cooperation and collaboration.			
Preliminary Draft Final	CIVIC	N/A	Institutions	4. Want cooperation that is fair, informed, equitable, transparent, ethical, and non-discriminatory.			

DIMENSION GOAL:	CIVIC - An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10-yr planning horizon.						
SECTOR OBJECTIVE:	Institutions - A community with for-profit and nonprofit private and public sector institutions that openly and effectively cooperate with individuals, other institutions and governmental entities working toward a shared vision of the community's sustainable development						
PROPOSED SECTOR OBJECTIVE BY WORKGROUP:	To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	STRATEGY	INDICATORS
Stakeholders & Public Mtgs	CIVIC	N/A	Institutions	Promote a financially sound and stable city government.	Moved to Economic-Public Sector (strategy)		
Stakeholders & Public Mtgs	CIVIC	N/A	Institutions	Establish a fair and equitable tax base that supports city services and facilities.	Moved to Economic-Public Sector		
Stakeholders & Public Mtgs	CIVIC	N/A	Institutions	Maximize cooperation and use of our major assets (Port, Airport, Bridges, Island, University, etc.) and our partnerships with Mexico.			
Workgroup	CIVIC	N/A	Institutions	To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions.	Emphasis on public efficient serving entities to increase inter-collaboration among all "public" institutions.	Community entities should identify and implement training, technical assistance, and incentives that would build their capacity for collaboration and cooperation. (Strategy 2 First part)	1. Identifying leader to convene group 2. Count of entities participating in peer group 3. Count of managers participating in training 4. Count of entities provided technical assistance 5. Count and quantify benefits of collaborations
Workgroup	CIVIC	N/A	Institutions			Form a peer group to jointly review their own and other entities to find ways and opportunities to increase their effectiveness in collaboration. (Strategy 2 second part)	1. Inter-agency master planning group defined and bylaws written and approved 2. Inter-agency master planning entity funding set 3. Inter-agency master planning entity launched 4. Inter-agency master planning entity begins services 5. Collaboration incident counts 6. Collaboration incident dollars of benefits 7. Collaboration incident numbers of persons/entities served
Workgroup	CIVIC	N/A	Institutions			Establish an independent, free standing inter-agency master planning group to facilitate the coordination of all strategic planning in Brownsville (Strategy 1)	
Consulting Team	CIVIC	N/A	Institutions	Want to increase the number of cooperating institutions			
Consulting Team	CIVIC	N/A	Institutions	Want to increase the diversity of cooperating institutions			
Consulting Team	CIVIC	N/A	Institutions	Want increased frequency of cooperation among institutions			
Consulting Team	CIVIC	N/A	Institutions	Reduce the cost, time and effort of recruiting effectively cooperating institutions			
Consulting Team	CIVIC	N/A	Institutions	Want long term consistency in number of cooperating institutions			
Consulting Team	CIVIC	N/A	Institutions	Want long term consistency in frequency of cooperation among institutions			
Consulting Team	CIVIC	N/A	Institutions	Want long term consistency in the diversity of cooperating institutions			
Consulting Team	CIVIC	N/A	Institutions	Want cooperating institutions to be civically responsible			

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	STRATEGY	INDICATORS
Consulting Team	CIVIC	N/A	Institutions	Want cooperation among institutions to be fair, equitable and non-discriminatory and consistent with community's sustainable development			
Consulting Team	CIVIC	N/A	Institutions	Want public sector institutions to be trusted by public			
Consulting Team	CIVIC	N/A	Institutions	Want mutual trust among public institutions			
Moved from other Dimensions							
Economic-HH	CIVIC	N/A	Institutions	Leveraging/selling our resources to our local community	Moved to Civic - Institutional Cooperation/Economic-Public Sector (strategy)		
Economic-Public	CIVIC	N/A	Institutions	Coordinate economic development efforts	Moved to Civic-Interinstitutional Cooperation/Land Use-Commercial/Industrial		

PROPOSED DIMENSION GOAL:	CIVIC - An engaged, informed and committed community that actively participates in civic affairs, is characterized by open and effective cooperation among public and private sector entities, and is guided by effective appointed or elected leadership.						
PROPOSED SECTOR OBJECTIVE	Leaders - A community with committed leaders that empower and inspire individuals, institutions and governmental entities, working toward a shared vision.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	%	RANKING
Draft Final	CIVIC	N/A	Leadership	1. Dedicate the resources to develop and retain quality and effective leadership.		34.0%	1
Draft Final	CIVIC	N/A	Leadership	2. To have elected and volunteer leaders knowledgeable, ethical, open minded, cooperative and accountable.		32.0%	2
Draft Final	CIVIC	N/A	Leadership	3. Engage the community to support and encourage our leaders.		20.0%	3
Draft Final	CIVIC	N/A	Leadership	4. Increase diverse community participation in leadership roles.		14.0%	4
Preliminary Draft Final	CIVIC	N/A	Leadership	1. Want quality elected and volunteer leaders that are committed, knowledgeable, ethical, open minded, empowered, cooperative, trustworthy, respectable, accountable and serve as role models and mentors for future leaders.			
Preliminary Draft Final	CIVIC	N/A	Leadership	2. Want the community to motivate and encourage leaders.			
Preliminary Draft Final	CIVIC	N/A	Leadership	3. Want sustainable improvements in the number, quality, diversity (age, race, gender, income etc) and distribution of elected and volunteer leaders throughout the community that are working together in the planning and implementation of a common vision to improve the quality of life and economic development of the community.			
Preliminary Draft Final	CIVIC	N/A	Leadership	4. Want to minimize the cost, time and effort required to develop and retain quality and effective leadership.			

DIMENSION GOAL:	CIVIC - An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10-yr planning horizon.					
SECTOR OBJECTIVE:	Leaders - A community with committed leaders that organize the efforts of individuals, institutions and governmental entities working toward a shared vision of the community's sustainable development.					
PROPOSED SECTOR OBJECTIVE BY WORKGROUP:	A community with committed leaders that empower and inspire individuals, institutions and governmental entities working toward a shared vision.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	STRATEGY
Stakeholders & Public Mtgs	CIVIC	N/A	Leadership	Build and mentor leadership assets.		
Workgroup / Final	CIVIC	N/A	Leadership	Want elected and volunteer leaders to be knowledgeable, ethical, open minded, empowered, cooperative and accountable. (strategy for later discussion: Our leaders treat others as they would want to be treated.)		
Workgroup / Final	CIVIC	N/A	Leadership	Want more diverse community participation in leadership roles. (Notes: target strategies -- former, future and young leaders; additionally, we want to have community respect and MINIMIZE leadership drain.)		
Workgroup / Final	CIVIC	N/A	Leadership	Want leaders to be encouraged ("incentivized") and motivated by the community.		
Workgroup / Final	CIVIC	N/A	Leadership	Want stability in the quality and diversity of leadership.		
Workgroup / Final	CIVIC	N/A	Leadership	Want to minimize the cost, time and effort required to get quality and stable leadership		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want leaders to be educated, committed and accountable when representing our community		Strategy 1: Educate elected officials about leadership (i.e. negotiating skills, change management, conflict resolution, communication skills, professionalism, etc). Strategy 2: Development of a mandatory orientation for all leaders elected into office. This orientation should provide a tour and overview of different City departments and organizations. (Strategy)
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want future leaders to be educated, committed and accountable in order to best represent the community		Strategy 1: Find a way to target Brownsville's youth and begin educating them on the value of leadership early on (i.e. Youth Commission, Junior Leadership Brownsville, mentoring program, civic engagement etc.). This would help ensure that we would have a continuous pool of experienced leaders ready and able to represent the community. Strategy 2: Empower them to get involved in their community by giving them a voice and creating avenues where their ideas, perspectives and thoughts can be heard.
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want former leaders to continue to contribute to the community (continue to utilize their expertise, perspectives and knowledge)		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want more community participation	Moved to Civic Engagement	
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want to target future leaders	Strategy	Strategy 1 : Promote, develop or re-establish leadership programs aimed at preparing future leaders to serve their community (i.e. Leadership Brownsville, ?, etc.).
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want to create a community that is respectful of our leadership		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want a stable government with stable leaders		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want leaders to work together with a common vision (unity).		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want to minimize our leadership drain		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	COMMENTS	STRATEGY
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want elected and volunteer leaders to be knowledgeable, ethical, open minded, empowered, cooperative and accountable. (strategy for later discussion: Our leaders treat others as they would want to be treated.)		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want more diverse community participation in leadership roles. (Notes: target strategies -- former, future and young leaders; additionally, we want to have community respect and MINIMIZE leadership drain.)		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want leaders to be encouraged ("incentivized") and motivated by the community.		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want stability in the quality and diversity of leadership.		
Workgroup/ Preliminary	CIVIC	N/A	Leadership	Want to minimize the cost, time and effort required to get quality and stable leadership		
Consulting Team	CIVIC	N/A	Leadership	Want to increase the number of leaders		
Consulting Team	CIVIC	N/A	Leadership	Want to increase the diversity and representativeness of leaders (e.g. gender, race, city districts, income, age)		
Consulting Team	CIVIC	N/A	Leadership	Want leadership to be distributed through all other sustainability dimensions (economic, social, environment, infrastructure)		
Consulting Team	CIVIC	N/A	Leadership	Want increased frequency of participation of leaders		
Consulting Team	CIVIC	N/A	Leadership	Reduce the cost, time and effort of recruiting and developing leaders		
Consulting Team	CIVIC	N/A	Leadership	Want long term consistency in number of effectively engaged individuals		
Consulting Team	CIVIC	N/A	Leadership	Want long term consistency in the frequency of participation of leaders		
Consulting Team	CIVIC	N/A	Leadership	Want long term consistency in the diversity of effective leaders		
Consulting Team	CIVIC	N/A	Leadership	Want leaders to be qualified		
Consulting Team	CIVIC	N/A	Leadership	Want cooperation among leaders to be fair, equitable and non-discriminatory and consistent with community's sustainable development		
Consulting Team	CIVIC	N/A	Leadership	Want leaders to be civically responsible		
Consulting Team	CIVIC	N/A	Leadership	Want leaders to be trusted the public		
Consulting Team	CIVIC	N/A	Leadership	Want trust amongst leaders		
Moved from other Dimensions						
Economic-HH	CIVIC	N/A	Individuals	City wide rally/campaign for the Imagine Brownsville Project	Moved to Civic Engagement - Leadership (strategy)	



City of Brownsville Comprehensive Plan

Environment Dimension

Proposed Objectives and Lower Level Objectives

Draft Final

(Draft Final - Preliminary Draft Final - Input)

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Air - A community with safe, clean, breathable air, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.						
SECTOR OBJECTIVE:	Outdoor and Indoor Air (Combined)						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Air	Indoor / Outdoor Air	1. Want safe, clean, breathable air that meets air quality standards consistently and uniformly throughout the community		30%	2
Draft Final	Environment	Air	Indoor / Outdoor Air	2. Want an air quality management program that is cost-effective		0%	5
Draft Final	Environment	Air	Indoor / Outdoor Air	3. Want to protect existing air quality levels and air quality carrying capacity to meet future demands		22%	3
Draft Final	Environment	Air	Indoor / Outdoor Air	4. Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels		33%	1
Draft Final	Environment	Air	Indoor / Outdoor Air	5. Want a well informed public with respect to air issues.		15%	4
Preliminary Draft Final	Environment	Air	Indoor / Outdoor Air	1. Want safe, clean, breathable air that meets air quality standards consistently and uniformly throughout the community			
Preliminary Draft Final	Environment	Air	Indoor / Outdoor Air	2. Want an air quality management program that is cost-effective			
Preliminary Draft Final	Environment	Air	Indoor / Outdoor Air	3. Want to protect existing air quality levels and air quality carrying capacity to meet future demands			
Preliminary Draft Final	Environment	Air	Indoor / Outdoor Air	4. Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Air - A community with safe, clean, breathable air, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.					
SECTOR OBJECTIVE:	Outdoor and Indoor Air (Combined)					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Air	Indoor/Outdoor Air	Create a healthy and sustainable environment (air, water, land quality)		
Workgroup	Environment	Air	Indoor/Outdoor Air	None submitted		
Consulting Team	Environment	Air	Indoor Air	Want safe, clean breathable indoor air		
Consulting Team	Environment	Air	Indoor Air	Want safe, clean breathable indoor air to be distributed equally throughout the community		
Consulting Team	Environment	Air	Indoor Air	Want the benefits of clean indoor air to be provided in a reliable way		
Consulting Team	Environment	Air	Indoor Air	Want an air quality management program that is cost-effective		
Consulting Team	Environment	Air	Indoor Air	Want to protect and at least maintain existing air quality levels		
Consulting Team	Environment	Air	Indoor Air	Want available air quality carrying capacity to meet future demand		
Consulting Team	Environment	Air	Indoor Air	Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels		
Consulting Team	Environment	Air	Indoor Air	Want air quality that meets environmental standards		
Consulting Team	Environment	Air	Outdoor Air	Want safe, clean breathable air		
Consulting Team	Environment	Air	Outdoor Air	Want safe, clean breathable air to be distributed equally throughout the community		
Consulting Team	Environment	Air	Outdoor Air	Want the benefits of clean air to be provided in a reliable way		
Consulting Team	Environment	Air	Outdoor Air	Want an air quality management program that is cost-effective		
Consulting Team	Environment	Air	Outdoor Air	Want to protect and at least maintain existing air quality levels		
Consulting Team	Environment	Air	Outdoor Air	Want available air quality carrying capacity to meet future demand		
Consulting Team	Environment	Air	Outdoor Air	Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels		
Consulting Team	Environment	Air	Outdoor Air	Want air quality that meets environmental standards		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Water - A community with safe, clean water, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.						
SECTOR OBJECTIVE:	Surface Water - A community with safe, clean surface water that supports multiple beneficial uses including aesthetic, recreational, aquatic and terrestrial habitat, water supply and drainage.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Water	Surface Water	1. Want a surface water management program that is cost efficient		13%	5
Draft Final	Environment	Water	Surface Water	2. Want to protect and continuously improve the quality carrying capacity of the existing inventory of surface waters to meet future demands		8%	6
Draft Final	Environment	Water	Surface Water	3. Want a consistent, suitable supply of surface water to be available and accessible to support the community's present and future water supply demands		7%	7
Draft Final	Environment	Water	Surface Water	4. Want a well maintained surface water system		6%	8
Draft Final	Environment	Water	Surface Water	5. Want aesthetically pleasing surface water with minimal odor and other nuisance conditions		18%	1
Draft Final	Environment	Water	Surface Water	6. Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city		17%	2/3
Draft Final	Environment	Water	Surface Water	7. Want community's access to surface water to be equitable		1%	9
Draft Final	Environment	Water	Surface Water	8. Want available drainage carrying capacity to meet present and future demands on system		14%	4
Draft Final	Environment	Water	Surface Water	9. Want a well-informed public with respect to surface water issues		17%	2/3
Preliminary Draft Final	Environment	Water	Surface Water	1. Want a surface water management program that is cost efficient			
Preliminary Draft Final	Environment	Water	Surface Water	2. Want to protect and at least maintain the quality carrying capacity of the existing inventory of surface waters to meet future demands			
Preliminary Draft Final	Environment	Water	Surface Water	3. Want a consistent, suitable supply of surface water to be available and accessible to support the community's present and future water supply demands			
Preliminary Draft Final	Environment	Water	Surface Water	4. Want a well maintained surface water system			
Preliminary Draft Final	Environment	Water	Surface Water	5. Want aesthetically pleasing surface water with minimal odor and other nuisance conditions			
Preliminary Draft Final	Environment	Water	Surface Water	6. Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city			
Preliminary Draft Final	Environment	Water	Surface Water	7. Want community's access to surface water to be equitable			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Water - A community with safe, clean water, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.					
SECTOR OBJECTIVE:	Surface Water - A community with safe, clean surface water that supports multiple beneficial uses including aesthetic, recreational, aquatic and terrestrial habitat, water supply and drainage.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Water	Surface Water	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Water	Surface Water	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Water	Surface Water	None Submitted		
Consulting Team	Environment	Water	Resacas	Want a suitable supply of resacas to be available and accessible to support the community's aesthetic, recreational, water supply, drainage and environmental demands		
Consulting Team	Environment	Water	Resacas	Want community's access to resacas to be equitable		
Consulting Team	Environment	Water	Resacas	Want the benefits of resacas to be provided in a reliable way		
Consulting Team	Environment	Water	Resacas	Want a resaca management program that is cost efficient		
Consulting Team	Environment	Water	Resacas	Want to preserve existing inventory of resacas		
Consulting Team	Environment	Water	Resacas	Want to protect and at least maintain the quality of the existing inventory of resacas		
Consulting Team	Environment	Water	Resacas	Want available water supply carrying capacity to meet future demands on system		
Consulting Team	Environment	Water	Resacas	Want a well maintained resaca system		
Consulting Team	Environment	Water	Resacas	Want available drainage carrying capacity to meet future demands on system		
Consulting Team	Environment	Water	Resacas	Want aesthetically pleasing resacas with minimal odor and other nuisance conditions		
Consulting Team	Environment	Water	Resacas	Want resacas to provide habitat that supports abundant and diverse aquatic and terrestrial species		
Consulting Team	Environment	Water	Resacas	Want natural, stabilized resaca banks		
Consulting Team	Environment	Water	Resacas	Want resacas that meet fishable and swimmable water quality standards		
Consulting Team	Environment	Water	Resacas	Want resacas that support drainage and water supply benefits		
Consulting Team	Environment	Water	Lakes	Want a suitable supply of lakes, bays, and estuaries to be available and accessible to support the community's aesthetic, recreational, water supply, drainage and environmental demands		
Consulting Team	Environment	Water	Lakes	Want community's access to lakes, bays, and estuaries to be equitable		
Consulting Team	Environment	Water	Lakes	Want the benefits of lakes, bays, and estuaries to be provided in a reliable way		
Consulting Team	Environment	Water	Lakes	Want a lakes, bays, and estuaries management program that is cost efficient		
Consulting Team	Environment	Water	Lakes	Want to preserve existing inventory of lakes, bays, and estuaries		
Consulting Team	Environment	Water	Lakes	Want to protect and at least maintain the quality of the existing inventory of lakes, bays and estuaries		
Consulting Team	Environment	Water	Lakes	Want available water quality carrying capacity to meet the future demands on system		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Consulting Team	Environment	Water	Lakes	Want available water supply carrying capacity to meet the future demands on system		
Consulting Team	Environment	Water	Lakes	Want a well maintained lakes, bays, and estaries system		
Consulting Team	Environment	Water	Lakes	Want available drainage carrying capacity to meet future demands on system		
Consulting Team	Environment	Water	Lakes	Want aesthetically pleasing rlakes, bays, and estuaries with minimal odor and other nuisance conditions		
Consulting Team	Environment	Water	Lakes	Want lakes, bays, and estuaries to provide habitat that supports abundant and diverse aquatic and terrestrial species		
Consulting Team	Environment	Water	Lakes	Want natural, stabilized lakes, bays, and estuaries banks		
Consulting Team	Environment	Water	Lakes	Want lakes, bays, and estuaries that meet fishable and swimmable water quality standards		
Consulting Team	Environment	Water	Lakes	Want lakes, bays, and estuaries that support drainage and water supply benefits		
Consulting Team	Environment	Water	Rivers	Want a suitable supply of rivers to be available and accessible to support the community's aesthetic, recreational, water supply, drainage and environmental demands		
Consulting Team	Environment	Water	Rivers	Want community's access to rivers to be equitable		
Consulting Team	Environment	Water	Rivers	Want the benefits of rivers to be provided in a reliable way		
Consulting Team	Environment	Water	Rivers	Want a rivers management program that is cost efficient		
Consulting Team	Environment	Water	Rivers	Want to preserve existing inventory of rivers		
Consulting Team	Environment	Water	Rivers	Want to protect and at least maintain the quality of the existing inventory of rivers		
Consulting Team	Environment	Water	Rivers	Want available water quality carrying capacity to meet the future demands on system		
Consulting Team	Environment	Water	Rivers	Want available water supply carrying capacity to meet the future demands on system		
Consulting Team	Environment	Water	Rivers	Want a well maintained rivers system		
Consulting Team	Environment	Water	Rivers	Want available drainage carrying capacity to meet future demands on system		
Consulting Team	Environment	Water	Rivers	Want aesthetically pleasing rivers with minimal odor and other nuisance conditions		
Consulting Team	Environment	Water	Rivers	Want rivers to provide habitat that supports abundant and diverse aquatic and terrestrial species		
Consulting Team	Environment	Water	Rivers	Want natural, stabilized rivers banks		
Consulting Team	Environment	Water	Rivers	Want rivers that meet fishable and swimmable water quality standards		
Consulting Team	Environment	Water	Rivers	Want rivers that support drainage and water supply benefits		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Water - A community with safe, clean water, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.						
SECTOR OBJECTIVE:	Ground Water - A community with safe, clean, sustaniable groundwater resources that support multiple beneficial environmental and water supply uses.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Water	Groundwater	1. Want a consistent, suitable supply of groundwater to be available and accessible to support the community's and environment's present and future water supply demands		27%	1
Draft Final	Environment	Water	Groundwater	2. Want community's access to groundwater to be equitable		4%	7
Draft Final	Environment	Water	Groundwater	3. Want a groundwater management program that is cost efficient		9%	5/6
Draft Final	Environment	Water	Groundwater	4. Want to protect and continuously improve the quality of the existing inventory of groundwater		14%	4
Draft Final	Environment	Water	Groundwater	5. Want available water quality carrying capacity to meet the future demands on system		9%	5/6
Draft Final	Environment	Water	Groundwater	6. Want groundwater to meet environmental standards consistently and uniformly throughout the city		18%	3
Draft Final	Environment	Water	Groundwater	7. Want well informed public with respect to groundwater		20%	2
Preliminary Draft Final	Environment	Water	Groundwater	1. Want a consistent, suitable supply of groundwater to be available and accessible to support the community's present and future water supply demands			
Preliminary Draft Final	Environment	Water	Groundwater	2. Want community's access to groundwater to be equitable			
Preliminary Draft Final	Environment	Water	Groundwater	3. Want a groundwater management program that is cost efficient			
Preliminary Draft Final	Environment	Water	Groundwater	4. Want to protect and at least maintain the quality of the existing inventory of groundwater			
Preliminary Draft Final	Environment	Water	Groundwater	5. Want available water quality carrying capacity to meet the future demands on system			
Preliminary Draft Final	Environment	Water	Groundwater	6. Want groundwater to meet environmental standards consistently and uniformly throughout the city			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Water - A community with safe, clean water, that handles the impact of human activities within economic and environmental limits and offers attractive places for the enjoyment of residents.					
SECTOR OBJECTIVE:	Ground Water - A community with safe, clean, sustaniable groundwater resources that support multiple beneficial environmental and water supply uses.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Water	Groundwater	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Water	Groundwater	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Water	Groundwater	None Submitted		
Consulting Team	Environment	Water	Groundwater	Want a suitable supply of groundwater to be available and accessible to support the community's water supply demands		
Consulting Team	Environment	Water	Groundwater	Want community's access to groundwater to be equitable		
Consulting Team	Environment	Water	Groundwater	Want the benefits of groundwater to be provided in a reliable way		
Consulting Team	Environment	Water	Groundwater	Want a groundwater management program that is cost efficient		
Consulting Team	Environment	Water	Groundwater	Want to preserve existing inventory of groundwater		
Consulting Team	Environment	Water	Groundwater	Want to protect and at least maintain the quality of the existing inventory of groundwater		
Consulting Team	Environment	Water	Groundwater	Want available water quality carrying capacity to meet the future demands on system		
Consulting Team	Environment	Water	Groundwater	Want available water supply carrying capacity to meet the future demands on system		
Consulting Team	Environment	Water	Groundwater	Want a well maintained groundwater system		
Consulting Team	Environment	Water	Groundwater	Want groundwater that support drainage and water supply benefits		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Soils - A community with safe, clean soil, that handles the impact of human activities within economic and environmental limits and supports the agricultural, domestic, and industrial demands of its citizens.						
SECTOR OBJECTIVE:	Surface and Subsurface Soils (Combined)						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Environment	Soil	Subsurface/ Surface Soil	1. Want soil quality that meets environmental standards consistently and uniformly throughout the community		29%	2/3
Draft Final	Environment	Soil	Subsurface/ Surface Soil	2. Want a soils management program that is cost efficient		7%	4
Draft Final	Environment	Soil	Subsurface/ Surface Soil	3. Want to protect and continuously improve existing inventory of soil quality levels		29%	2/3
Draft Final	Environment	Soil	Subsurface/ Surface Soil	4. Want to protect and continuously improve existing soil inventory and drainage/open space carrying capacity levels		4%	5
Draft Final	Environment	Soil	Subsurface/ Surface Soil	5. Want a well informed public with regards to soil		32%	1
Preliminary Draft Final	Environment	Soil	Subsurface/ Surface Soil	1. Want soil quality that meets environmental standards consistently and uniformly throughout the community			
Preliminary Draft Final	Environment	Soil	Subsurface/ Surface Soil	2. Want a soils management program that is cost efficient			
Preliminary Draft Final	Environment	Soil	Subsurface/ Surface Soil	3. Want to protect and at least maintain existing inventory of soil quality levels			
Preliminary Draft Final	Environment	Soil	Subsurface/ Surface Soil	4. Want to protect and at least maintain existing soil inventory and drainage/open space carrying capacity levels			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Soils - A community with safe, clean soil, that handles the impact of human activities within economic and environmental limits and supports the agricultural, domestic, and industrial demands of its citizens.					
SECTOR OBJECTIVE:	Surface and Subsurface Soils (Combined)					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	COMMENTS
Stakeholders & Public Meetings	Environment	Soil	Subsurface/ Surface Soil	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Soil	Subsurface/ Surface Soil	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Soil	Subsurface/ Surface Soil	None Submitted		
Consulting Team	Environment	Soil	Subsurface Soil	Want a suitable supply of clean subsurface soils to be available and accessible to support the community's activities		
Consulting Team	Environment	Soil	Subsurface Soil	Want supply of clean subsurface soils to be distributed equally throughout the community		
Consulting Team	Environment	Soil	Subsurface Soil	Want benefits of clean subsurface soils to be provided in a reliable way		
Consulting Team	Environment	Soil	Subsurface Soil	Want a subsurface soils management program that is cost efficient		
Consulting Team	Environment	Soil	Subsurface Soil	Want to protect and at least maintain existing inventory of subsurface soil quality levels		
Consulting Team	Environment	Soil	Subsurface Soil	Want to protect and at least maintain existing inventory of subsurface soil inventory levels		
Consulting Team	Environment	Soil	Subsurface Soil	Want subsurface soil quality that meets safe environmental standards		
Consulting Team	Environment	Soil	Surface Soil	Want a suitable supply of clean surface soils to be available and accessible to support the community's activities		
Consulting Team	Environment	Soil	Surface Soil	Want supply of clean surface soils to be distributed equally throughout the community		
Consulting Team	Environment	Soil	Surface Soil	Want benefits of clean surface soils to be provided in a reliable way		
Consulting Team	Environment	Soil	Surface Soil	Want a surface soils management program that is cost efficient		
Consulting Team	Environment	Soil	Surface Soil	Want to protect and at least maintain existing inventory of surface soil quality levels		
Consulting Team	Environment	Soil	Surface Soil	Available drainage (pervious) carrying capacity		
Consulting Team	Environment	Soil	Surface Soil	Available open space carrying capacity		
Consulting Team	Environment	Soil	Surface Soil	Want surface soil quality that meets safe environmental standards		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Habitat - A community with abundant natural habitat that supports a diversity of native species.						
SECTOR OBJECTIVE:	Aquatic Habitat - A community with abundant native, aquatic habitat that supports a diversity of native, aquatic species.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Habitat	Aquatic	1. Want an aquatic habitat management program that is cost efficient		4%	6
Draft Final	Environment	Habitat	Aquatic	2. Want to consistently protect and continuously improve the quality of the existing inventory of aquatic habitat uniformly throughout the community		25%	1/2
Draft Final	Environment	Habitat	Aquatic	3. Want available aquatic habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community		13%	4
Draft Final	Environment	Habitat	Aquatic	4. Want suitable stocks and diversity of native aquatic flora and fauna		10%	5
Draft Final	Environment	Habitat	Aquatic	5. Want ecologically sound and physically stable riparian zones		23%	3
Draft Final	Environment	Habitat	Aquatic	6. Want a well informed public with regards to aquatic habitat		25%	1/2
Preliminary Draft Final	Environment	Habitat	Aquatic	1. Want an aquatic habitat management program that is cost efficient			
Preliminary Draft Final	Environment	Habitat	Aquatic	2. Want to consistently protect and at least maintain the quality of the existing inventory of aquatic habitat uniformly throughout the community			
Preliminary Draft Final	Environment	Habitat	Aquatic	3. Want available aquatic habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community			
Preliminary Draft Final	Environment	Habitat	Aquatic	4. Want suitable stocks and diversity of native aquatic species			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Habitat - A community with abundant natural habitat that supports a diversity of native species.					
SECTOR OBJECTIVE:	Aquatic Habitat - A community with abundant native, aquatic habitat that supports a diversity of native, aquatic species.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Environment	Aquatic	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Environment	Aquatic	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Environment	Aquatic	None Submitted		
Consulting Team	Environment	Habitat	Aquatic	Want a suitable supply of aquatic habitat to be available and accessible to support the community's aesthetic, recreational, water supply, drainage and environmental demands		
Consulting Team	Environment	Habitat	Aquatic	Want supply of aquatic habitat to be distributed equally throughout community		
Consulting Team	Environment	Habitat	Aquatic	Want benefits of aquatic habitat to be provided in a reliable way		
Consulting Team	Environment	Habitat	Aquatic	Want an aquatic habitat management program that is cost efficient		
Consulting Team	Environment	Habitat	Aquatic	Want to preserve existing inventory of aquatic habitat		
Consulting Team	Environment	Habitat	Aquatic	Want to protect and at least maintain the quality of the existing inventory of aquatic habitat		
Consulting Team	Environment	Habitat	Aquatic	Available aquatic habitat carrying capacity		
Consulting Team	Environment	Habitat	Aquatic	Want suitable stocks and diversity of aquatic species		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Habitat - A community with abundant natural habitat that supports a diversity of native species.						
SECTOR OBJECTIVE:	Terrestrial Habitat - A community with abundant native, terrestrial habitat that supports a diversity of native, terrestrial species.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Habitat	Terrestrial	1. Want a terrestrial habitat management program that is cost efficient		4%	6
Draft Final	Environment	Habitat	Terrestrial	2. Want to consistently protect and continuously improve the quality of the existing inventory of terrestrial habitat uniformly throughout the community		19%	4
Draft Final	Environment	Habitat	Terrestrial	3. Want available terrestrial habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community		21%	2/3
Draft Final	Environment	Habitat	Terrestrial	4. Want suitable stocks and diversity of native terrestrial flora and fauna		8%	5
Draft Final	Environment	Habitat	Terrestrial	5. Want ecologically sound and physically stable riparian zones		21%	2/3
Draft Final	Environment	Habitat	Terrestrial	6. Want a well informed public with regards to terrestrial habitat		27%	1
Preliminary Draft Final	Environment	Habitat	Terrestrial	1. Want a terrestrial habitat management program that is cost efficient			
Preliminary Draft Final	Environment	Habitat	Terrestrial	2. Want to consistently protect and at least maintain the quality of the existing inventory of terrestrial habitat uniformly throughout the community			
Preliminary Draft Final	Environment	Habitat	Terrestrial	3. Want available terrestrial habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community			
Preliminary Draft Final	Environment	Habitat	Terrestrial	4. Want suitable stocks and diversity of native terrestrial flora and fauna			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Habitat - A community with abundant natural habitat that supports a diversity of native species.					
SECTOR OBJECTIVE:	Terrestrial Habitat - A community with abundant native, terrestrial habitat that supports a diversity of native, terrestrial species.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Environment	Terrestrial	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Environment	Terrestrial	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Environment	Terrestrial	None Submitted		
Consulting Team	Environment	Habitat	Terrestrial	Want a suitable supply of terrestrial habitat to be available and accessible to support the community's aesthetic, recreational, water		
Consulting Team	Environment	Habitat	Terrestrial	Want supply of terrestrial habitat to be distributed equally throughout community		
Consulting Team	Environment	Habitat	Terrestrial	Want benefits of terrestrial habitat to be provided in a reliable way		
Consulting Team	Environment	Habitat	Terrestrial	Want a terrestrial habitat management program that is cost efficient		
Consulting Team	Environment	Habitat	Terrestrial	Want to preserve existing inventory of terrestrial habitat		
Consulting Team	Environment	Habitat	Terrestrial	Want to protect and at least maintain the quality of the existing inventory of terrestrial habitat		
Consulting Team	Environment	Habitat	Terrestrial	Available terrestrial habitat carrying capacity		
Consulting Team	Environment	Habitat	Terrestrial	Want suitable stocks and diversity of terrestrial species		

DIMENSION GOAL:	Environmental - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Aesthetics - A community that promotes both natural and cultural environmental features that elicit positive sensory reactions in its citizens, visitors, and potential business investors.						
SECTOR OBJECTIVE:	Attractive Environment - A community that is visually attractive and is clean, uncluttered and free of visually unattractive surroundings that may negatively impact its citizens.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	%	RANKING
Draft Final	Environment	Aesthetics	Attractive Environment	1. Want visual amenities to be managed through a cost effective beautification plan		15%	4/5
Draft Final	Environment	Aesthetics	Attractive Environment	2. Want to consistently preserve, at a minimum, the existing inventory of aesthetic/beautification features uniformly throughout the city		17%	3
Draft Final	Environment	Aesthetics	Attractive Environment	3. Want clean, graffiti-free, litter free, streets, open and public spaces, and commercial establishments		15%	4/5
Draft Final	Environment	Aesthetics	Attractive Environment	4. Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments		25%	2
Draft Final	Environment	Aesthetics	Attractive Environment	5. Want a well informed public with regards to aesthetics		28%	1
Preliminary Draft Final	Environment	Aesthetics	Attractive Environment	1. Want visual amenities to be managed through a cost effective beautification plan			
Preliminary Draft Final	Environment	Aesthetics	Attractive Environment	2. Want to consistently preserve, at a minimum, the existing inventory of aesthetic/beautification features uniformly throughout the city			
Preliminary Draft Final	Environment	Aesthetics	Attractive Environment	3. Want clean, graffiti-free, litter free, streets, open and public spaces, and commercial establishments			
Preliminary Draft Final	Environment	Aesthetics	Attractive Environment	4. Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Aesthetics - A community that promotes both natural and cultural environmental features that elicit positive sensory reactions in its citizens, visitors, and potential business investors.					
SECTOR OBJECTIVE:	Attractive Environment - A community that is visually attractive and is clean, uncluttered and free of visually unattractive surroundings that may negatively impact its citizens.					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATOR	COMMENTS
Stakeholders & Public Meetings	Environment	Aesthetics	Attractive Environment	Create a healthy and sustainable environment (air, water, land quality)		
Stakeholders & Public Meetings	Environment	Aesthetics	Attractive Environment	Improve and protect environmental resources (Resacas, wildlife habitat, wetlands etc.)		
Workgroup	Environment	Aesthetics	Attractive Environment	None Submitted		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want aesthetic/beautification improvements to be widely distributed throughout the city		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want aesthetic/beautification improvements to be equitably distributed throughout city		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want aesthetic/beautification improvements to be provided in a reliable way		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want visual amenities to b managed through a cost effective beautification plan		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want to preserve, at a minimum, the existing inventory of aesthetic/beautification features		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want clean, graffiti-free, letter free, streets, open and public spaces, and commercial establishments		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want well landscaped streets, commercial establishments, public and open spaces		
Consulting Team	Environment	Aesthetics	Attractive Environment	Want an uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments		

DIMENSION GOAL:	Environment- An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Solid Waste Management - A community with a sustainable, effective, and comprehensive program of solid waste collection, processing, recycling, and disposal.						
SECTOR OBJECTIVE:	Residential and Commercial/Industrial Solid Waste Management (Combined)						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	1. Want sufficient, reliable solid waste collection, recycling, and disposal service capacity to meet consumer demand throughout the community		25%	1
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	2. Want a life-cycle cost per unit waste that is cost efficient and competitive		5%	7
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	3. Want a user fee per unit waste that is competitive, affordable, equitable and stable		7%	6
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	4. Want reduction in source volumes and increases in recycled material volumes		10%	5
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	5. Want a solid waste collection, disposal and recycling system that complies with environmental regulations and minimizes illegal dumping		13%	4
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	6. Want sufficient years of available solid waste collection, recycling, and disposal service capacity to accommodate future growth in demand		0%	9/10
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	7. Want a well maintained solid waste collection, disposal and recycling system		0%	9/10
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	8. Want high consumer satisfaction with overall level of service (e.g. frequent and predictable waste collection and recycling pickup/dropoff schedule)		2%	8
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	9. Want city government committed to a successful recycling program and open to private and public solutions		20%	2/3
Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	10. We want to increase environmental stewardship throughout the community		20%	2/3
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	1. Want sufficient, reliable solid waste collection, recycling, and disposal service capacity to meet consumer demand			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	2. Want access to waste collection, recycling, and disposal level of service to be uniform throughout community			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	3. Want recycle and collection service to be clean, convenient, and aesthetically acceptable at point of demand			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	4. Want a life-cycle cost per unit waste that is cost efficient			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	5. Want a user fee per unit waste that is competitive, affordable, equitable and stable			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	6. Want reduction in source volumes and increases in recycled material volumes			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	7. Want a solid waste collection, disposal and recycling system that complies with environmental regulations			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	8. Want sufficient years of available solid waste collection, recycling, and disposal service capacity to accommodate future growth in demand			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	9. Want a well maintained solid waste collection, disposal and recycling system			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	10. Want frequent and predictable waste collection and recycling pickup/dropoff schedule			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	11. Want prompt and courteous response to service interruptions			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	12. Want city government committed to a successful recycling program			
Preliminary Draft Final	Environment	Solid Waste Management	Residential/Commercial/Industrial	13. Want high consumer satisfaction with overall level of service			

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.					
SUB-DIMENSION OBJECTIVE:	Solid Waste Management - A community with a sustainable, effective, and comprehensive program of solid waste collection, processing, recycling, and disposal.					
SECTOR OBJECTIVE:	Residential and Commercial/Industrial Solid Waste Management - Combined					
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	COMMENTS
Stakeholders & Public Meetings	Environment	Solid Waste Management	Res/Comm/Ind	Increase waste recycling		
Workgroup	Environment	Solid Waste Management	Residential	Want residential recycle collection and disposal service to be available at point of demand		
Workgroup	Environment	Solid Waste Management	Residential	Want access to residential recycle and disposal level of service to be equitable and non-discriminatory		
Workgroup	Environment	Solid Waste Management	Residential	Want residential recycle collection service to be reliable at point of demand		
Workgroup	Environment	Solid Waste Management	Residential	Want residential recycle disposal service to be reliable at point of demand		
Workgroup	Environment	Solid Waste Management	Residential	Want residential recycle collection service to be clean, convenient, and aesthetically acceptable at point of demand		
Workgroup	Environment	Solid Waste Management	Residential	Want to ensure that all residential information is presented regularly over the 10 year plan - Strategy		strategy
Workgroup	Environment	Solid Waste Management	Residential	Want a short and long term plan to meet needs as city grows		strategy
Workgroup	Environment	Solid Waste Management	Residential	Want governmental control and commitments to support this system		strategy
Workgroup	Environment	Solid Waste Management	Residential	Want to develop a survey process to measure customer satisfaction - Strategy		strategy
Consulting Team	Environment	Solid Waste Management	Residential	Want residential solid waste collection and disposal service to be available at point of demand		
Consulting Team	Environment	Solid Waste Management	Residential	Want access to residential waste collection and disposal level of service to be equitable and non-discriminatory		
Consulting Team	Environment	Solid Waste Management	Residential	Want residential solid waste collection service to be reliable at point of demand		
Consulting Team	Environment	Solid Waste Management	Residential	Want residential solid waste disposal service to be reliable at point of demand		
Consulting Team	Environment	Solid Waste Management	Residential	Want a life-cycle cost per unit waste that is cost efficient		
Consulting Team	Environment	Solid Waste Management	Residential	Want a user fee per unit waste that is competitive		
Consulting Team	Environment	Solid Waste Management	Residential	Want a user fee per unit waste that is affordable		
Consulting Team	Environment	Solid Waste Management	Residential	Want a user fee per unit waste that is equitable		
Consulting Team	Environment	Solid Waste Management	Residential	Want reduction in source volumes and increases in recycled material volumes		
Consulting Team	Environment	Solid Waste Management	Residential	Want a solid waste collection and disposal system that complies with environmental regulations		
Consulting Team	Environment	Solid Waste Management	Residential	Want a stable rate structure		
Consulting Team	Environment	Solid Waste Management	Residential	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Environment	Solid Waste Management	Residential	Want a well maintained solid waste collection and disposal system		
Consulting Team	Environment	Solid Waste Management	Residential	Want frequent and predictable waste collection schedule		
Consulting Team	Environment	Solid Waste Management	Residential	Want prompt and courteous response to service interruptions		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	COMMENTS
Consulting Team	Environment	Solid Waste Management	Residential	Want high consumer satisfaction with overall level of service		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want commercial solid waste collection and disposal service to be available at point of demand		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want access to commercial waste collection and disposal level of service to be equitable and non-discriminatory		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want commercial solid waste collection service to be reliable at point of demand		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want commercial solid waste disposal service to be reliable at point of demand		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a life-cycle cost per unit waste that is cost efficient		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a user fee per unit waste that is competitive		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a user fee per unit waste that is affordable		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a user fee per unit waste that is equitable		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want reduction in source volumes and increases in recycled material volumes		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a solid waste collection and disposal system that complies with environmental regulations		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a stable rate structure		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want a well maintained solid waste collection and disposal system		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want frequent and predictable waste collection schedule		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want prompt and courteous response to service interruptions		
Consulting Team	Environment	Solid Waste Management	Comm/Ind	Want high consumer satisfaction with overall level of service		

DIMENSION GOAL:	Environment - An environmentally conscious community with quality management and protection of environmental resources in a cost, effective, reliable, equitable, affordable and effective manner to support the community's infrastructure, quality of life and economic development through the 10-yr planning horizon in a sustainable manner.						
SUB-DIMENSION OBJECTIVE:	Environmental Emergency Management - A community with an effective, sustainable response plan that seeks to prevent, prepare for, mitigate, and respond to natural and manmade disasters that may affect the environment and/or the public health.						
SECTOR OBJECTIVE:	Natural and Man-made Disaster Preparation and Response - A community with an effective, comprehensive natural and man-made disaster preparation and response plan with sufficient resources that adequately protects its citizens, environment, and economy.						
SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	%	RANKING
Draft Final	Environment	Environmental Emergency Management	Natural & Man-made Disaster Preparation and Response	1. Want sufficient, reliable and qualified natural/man-made disaster preparation/planning and response service capacity to meet current and future demand uniformly throughout the city		30%	2
Draft Final	Environment	Environmental Emergency Management	Natural & Man-made Disaster Preparation and Response	2. Want a service fee per unit preparation that is competitive, stable and equitable		5%	5
Draft Final	Environment	Environmental Emergency Management	Natural & Man-made Disaster Preparation and Response	3. Want a natural/man-made disaster preparation and response program that complies with applicable environmental regulations uniformly throughout the city		15%	3/4
Draft Final	Environment	Environmental Emergency Management	Natural & Man-made Disaster Preparation and Response	4. Want a financially sound and well maintained natural/man-made disaster preparation and response system with efficient life-cycle costs		15%	3/4
Draft Final	Environment	Environmental Emergency Management	Natural & Man-made Disaster Preparation and Response	5. Want to control risk and minimize exposure from natural and man-made risks uniformly throughout the community		35%	1
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	1. Want sufficient, reliable and qualified natural disaster preparation and response service capacity to meet current and future demand uniformly throughout the city			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	2. Want a life-cycle cost per unit preparation and response that is efficient			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	3. Want a service fee per unit preparation and response that is competitive, stable, equitable			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	4. Want a natural disaster preparation and response program that complies with applicable environmental regulations uniformly throughout the city			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	5. Want a financially sound and well maintained natural disaster preparation and response system			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	6. Want prompt response times			
Preliminary Draft Final	Environment	Environmental Emergency Management	Natural Disaster Preparation and Response	7. Want high level of satisfaction with overall level of service			

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	COMMENTS
Stakeholders & Public Meetings	Environment	Environmental Emergency Response	Natural Disaster Preparation and Response	Improve effectiveness of emergency responses to natural and environmental hazards (floods, hurricanes, hazardous material spills,		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want natural disaster preparation services to be available at the point of demand		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want access to natural disaster preparation services to be equitable and non-discriminatory		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want natural disaster preparation services to be reliable at point of demand		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a life-cycle cost per unit preparation that is cost efficient		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a service fee per unit preparation that is competitive		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a service fee per unit preparation that is equitable		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a natural disaster preparation program that complies with applicable environmental regulations		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a financially sound natural disaster preparation system		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a stable rate structure		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want sufficient years of available capacity to accommodate future growth in demand		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want a well maintained natural disaster preparation operation		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want prompt preparation times that are effective		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Preparation	Want high level of satisfaction with overall level of service		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Response	Want natural disaster response protection to be available in an equitable manner		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Response	Want access to natural disaster response services to be equitable and non-discriminatory		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Response	Want natural disaster responses to be provided in a reliable way		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Response	Want a natural disaster response program that is cost efficient		
Workgroup	Environment	Environmental Emergency Response	Natural Disaster Response	Want timely response to limit impacts of the disaster		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want natural disaster response services to be available at the point of demand		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want access to natural disaster response services to be equitable and non-discriminatory		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want natural disaster response services to be reliable at point of demand		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a life-cycle cost per unit response that is cost efficient		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a service fee per unit response that is competitive		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a service fee per unit response that is equitable		

SOURCE	DIMENSION	SUB-DIMENSION	SECTOR	LOWER LEVEL OBJECTIVES	INDICATORS	COMMENTS
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a natural disaster response program that complies with applicable environmental regulations		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a financially sound natural disaster response system		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a stable rate structure		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want sufficient years of available capacity to accommodate future growth in demand		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want a well maintained natural disaster response operation		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want prompt response times that are effective		
Consulting Team	Environment	Environmental Emergency Response	Natural Disaster Response	Want high level of satisfaction with overall level of service		