



Texas City Vision 2020 Comprehensive Plan

Texas City Vision 2020

Comprehensive Plan

Prepared
by
The Vision 2020 Committee
and
the School of Urban and Public Affairs
The University of Texas at Arlington

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Purpose Statement

Vision 2020 is a culmination of thoughts and concerns by focus groups and committee members to develop a plan of action which will continue the organized direction created by Goals 2000 and will guide our community in the Twenty-first Century.

Vision 2020 Committee (Appointed 1996)

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Vision Statement

A City of the future in which a prosperous, diverse economic base is strengthened by a commitment to serve as an international leader in emerging technologies with opportunities for all economic and social levels in an inclusive environment that balances broad interaction among all races, ethnicities, and cultures. A leader in industry, business, and finance located with immediate access to major land and air transportation arteries, while maintaining a small town atmosphere and convenience with varied cultural and recreational opportunities emphasizing the quality of life.

TEXAS CITY — A City with All America heritage and an All World future as a leader in:

- Educational Excellence
- Technology
- Recreational/Sporting Development
- Family Oriented Values and Activities
- Environmental and Ecological Advances
- Entertainment: The Arts, Shopping, and Dining
- Aesthetically pleasing business and residential facilities
- Workforce Education and Training
- Developing and Supporting a Diverse Economy

The Vision 2020 Process

The Vision 2020 process employed three forms of public discussion to assure both a broad outreach and full deliberation of options and ideas. The three forms were:

1. **Interviews** – approximately 50 key persons. Leaders from various sectors ranging from neighborhoods to business organizations, from schools to chambers of commerce. Each leader was extensively interviewed one-on-one by individual consultants.
2. **Focus groups** – twelve volunteers were trained to be facilitators and/or recorders for focus groups. Then twelve focus groups, involving different types of people, gathered in different areas of the city. In the focus groups the facilitators introduced ideas but did not try to lead the discussions. This input reflects what ideas engage people in deeper, more reflective conversations. The results were extremely useful in evaluating ideas expressed in the interviews and in structuring the terminology of concepts in “the citizen’s language.” Approximately 150 people were engaged extensively in this phase of the process.
3. **Strategic deliberation** – by a diverse corps of approximately 20 community leaders to work through the ideas generated from the other forms of input and decide upon priorities and assignments for action.

The initial interviews produced a summary of ideas shaped around strengths, weaknesses, opportunities, barriers to opportunities, threats and the most urgent priorities. These interview results were presented to the steering committee for reaction, and then structured into concepts that could be tested in the focus group groups.

The next step was the selection of focus group volunteers. The volunteers were chosen as a diverse group of persons who could hold their own emotions in check while they encouraged others to talk. The focus group leaders were trained in a half-day long session by the consultants.

Community discussions were organized as focus groups. The groups were recruited from different segments of the population, and scheduled over the summer and early fall. Volunteers wrote extensive reports of the focus group discussions which were analyzed and summarized by the consultants. The consultants then presented the findings from the focus groups at an all day retreat of the steering committee.

The first all-day retreat produced the elements of a vision statement and the basic alternatives that might become the goals -- organized by such subject areas as ‘economic development and tourism’. The results of the first retreat were then taken to a second all-day retreat where the specific content for the vision statement was agreed to, the goals agreed to and prioritized and action steps identified for each of the highest priority goals.

The final step of the process is a draft report which is to be reviewed by the steering committee for any final changes.

The process was extensive and should produce a high quality set of action plans. However, like any good planning product, it will need periodic reviews to determine what changes, if any, are needed. It also needs to be followed by an extensive effort to make sure progress is appropriately celebrated. Texas City did that with its Goals 2000 initiative, and became a national model with its All-America City Award in 1997.

Goals and Objectives Priorities

To help realize its vision for the future of Texas City, the Committee formulated and then prioritized some thirty goals'. The nine top-ranked goals are listed in order of priority in the following table. The table also shows the topic or category in which goals were grouped and the number of votes each of the goals received.

| Rank The Top Nine Priority Goals | Topic¹ | V² |
|---|--------------------------|----------------------|
| 1 A universally recognized, top quality educational system | EDUC- | 33 |
| 2 An economy which is sufficiently diverse so that a downturn in any one area does not materially affect the economy as a whole | EDAT- | 17 |
| 3 A changed environmental quality perception | QOL | 15 |
| 4 Neighborhoods that are conducive to safe, healthy family living | QOL -B | 14 |
| 5 An economy that attracts residents and highly skilled individuals and results in higher incomes for all | EDAT- | 13 |
| 6 Contaminated sites have been turned into productive properties | EDAT | 12 |
| 7 A waterfront development .completed .supportive of tourism and marine industry | EDAT- | 8 |
| 8 Vocational preparation for young people | EDUC- | 7 |
| 9 Continuing community education for all ages that takes full advantage of the latest in video, high tech, distance learning, open university concepts, etc., | EDUC- | 6 |

¹ A goal was understood to mean "A statement that defines an end-result."

² Topics shown include: EDUC (EDUCATION); EDAT (ECONOMIC DEVELOPMENT AND TOURISM); and QOL (Quality of Life). Each goal in a topic category was assigned a different letter so that individual goals could be easily identified.

³ The figures in the column header "V" represent the number of "votes" each goal received.

A complete list of the goals follows, along with the objectives⁴ formulated by the Committee, grouped in six topical categories.

Early Action Steps

ECONOMIC DEVELOPMENT AND TOURISM

Under this general category, 3 goals were chosen as immediate priorities. These were:

- A. An economy which is sufficiently diverse so that a downturn in anyone area does not materially affect the economy as a whole.
- B. An economy that attracts residents and higher income/skilled people.
- C. Contaminated sites have been turned into productive properties.

Goal A, an economy which is sufficiently diverse so that a downturn in any one area does not materially affect the economy as a whole, was assigned four key objectives:

- (A-1) Current businesses have stayed and prospered.
- (A-2) An aggressive recruitment team is in operation with assistance from people with a good track record.
- (A-3) Assets are inventoried for diversification.
- (A-4) Wetlands have been identified, classified, and appropriately protected and utilized.

The highest priority objective was (A-1), Current Businesses have stayed and prospered. Responsibility for this objective was assigned to the Economic Development Corporation to work in collaboration with local government bodies, contractors and other key players. There were three early action steps identified:

- Action Step 1 - Develop good lines of communication with upper management of existing plants. [timeline 6 months]
- Action Step 2 - Bring together an assemblage of plant managers and union representatives to be a proactive force to keep plant operations in Texas City. [timeline 12 months]
- Action Step 3 - Develop a support system for local service contractors. [timeline 6 months]

The second high priority objective was (A-2), Aggressive Recruitment Team in Operation. This objective was also assigned to the Economic Development Corporation -to work with area Chambers of Commerce. There were three early action steps identified:

- Action Step 1 - Search out "talents and knowledge" to appoint to specific industry teams. [timeline 60 days]
- Action Step 2 - Develop a Youth Commission Campus Facility recruitment team. [timeline 6 months]
- Action Step 3 - Develop specific industry teams. [timeline 6 months]

The third Economic Diversity objective was (A-3), Assets Inventoried for Diversification. This objective is already being addressed by the Economic Development Corporation in a strategic planning process that used a matrix analysis of available workforce and industry gaps. The latter process called "crosshairs targeting" has been completed and the results were synthesized with the other goals, objectives and action steps. That report is attached to this report as the Economic Development Strategic Plan (see page 43).

The final objective for priority action was (A-4), Wetlands Identified and Classified and Appropriately Protected and Utilized. This objective was assigned to the City Planning Commission and Planning Department staff. There were three immediate action steps recommended:

- Action Step 1 - Bring the Corps of Engineers into tighter collaboration on the City's Land Use Plan. [timeline 12 months]
- Action Step 2 - Develop clarity on assured wetlands in the Land Use Plan. [timeline 18 months]
- Action Step 3 - Develop a user friendly system for clarifying the status of wetlands "in doubt" and proceeding through a mitigation process. [timeline 2 years]

Goal B, An economy that attracts residents and highly skilled individuals and results in higher incomes for all, was assigned three key objectives:

- (B-1) Housing options near one's work for all levels.
- (B-2) Telecommuting Center developed.
- (B-3) Amenities and Arts developed.

The highest priority objective was (B-1), Housing options near one's work for all levels. Responsibility for this objective was assigned jointly to the Texas City Housing Finance Agency, the Texas City Housing Planning Board, the Community Development Board and the City Commission working with appropriate developers and realtors. There were two early action steps recommended:

- Action Step 1 - Form a proactive housing development entity. [timeline 6 months]
- Action Step 2 - Form a positive plan for varied housing development. [timeline 12 months]

The second priority objective was (B-2), Telecommuting Center Developed. Responsibility was assigned to the Texas City Independent School District, the La Marque Independent School District and the College of the Mainland, subject to their concurrence. There was one immediate action step recommended:

- Action Step 1 - Organize a coalition involving the school districts, College of the Mainland, business leaders and community leaders. [timeline 6 months]

The final priority objective was (B-3), Amenities and Arts Development. This was assigned to the Texas City Independent School District, the La Marque Independent School District and the College of the

Mainland, subject to their concurrence. Two early action steps were recommended.

Action Step 1 - Organize a working group of school districts, College of the Mainland and community leaders to support arts education and development

Action Step 2 - Do a "benchmark" review of Highland Park.

Goal (C), Contaminated sites have been turned into productive properties. There was one key early objective detailed for this goal:

(C-1) Reuse feasibility of Superfund sites determined.

This priority objective was assigned to Clean Starts, Texas City and was given three immediate action steps:

Action Step 1 - Make Tex-Tin a viable industrial Brownfield property. This site is currently in court. A plan is expected during 1998, site cleanup work is expected to start in 12 months, and it should be ready for development by 2001.

Action Step 2 - Make Malone a viable industrial Brownfield property. This should take one year for determination of cleanup responsibility and reuse

Action Step 3 - Make Motco a landscape area. Work will begin on this effort in the Spring of 1998. This will require working with the Texas Department of Transportation.

EDUCATION

There were four goals established for the education area. Of these, the initial priority was given to **Goal A, A Universally Recognized Top Quality Educational System.** For this goal, eleven objectives were recommended, but not prioritized:

(A-1) Students and faculty have access to the latest learning technologies.

(A-2) Involvement of the community in monitoring education quality.

(A-3) Clerical support for teachers.

(A-4) More local community contributions of time and money.

(A-5) Professional development requirements for teachers.

(A-6) Health maintenance education for all ages, including practical health maintenance skills, such as CPR, etcetera.

(A-7) All educational facilities located on open, accessible, barrier-free campuses.

(A-8) Broad, community cultural education. including local history, arts, etcetera.

(A-9) Highest quality, inclusive special education programs for physically and mentally challenged students.

(A-10) Optimal utilization of all educational facilities, all year, all week, all day; planned construction of multi-use facilities.

(A-11) True life-learning for all ages from the very young to the very old (e.g., Manners, deportment, social skills).

It was agreed that this entire section needed to become the focus of a greater Texas City/La Marque quality education committee which would be composed of citizens, school district officials and the College of the Mainland key executives. The responsibility for initiating this action was assigned to the Mayor's Office for completion as soon as possible.

QUALITY OF LIFE

Under this category, two goals were chosen as immediate priorities:

- A. Change environmental quality perception.
- B. Neighborhoods that are conducive to safe, healthy family living.

Goal A, Change environmental quality perception, was assigned three key objectives:

- (A-1) Ecological management of sensitive areas.
- (A-2) Emphasizing positive aspects of Texas City.
- (A-3) Texas City Environmental Watch/Reporting System.

Highest priority was given to (A-1), Ecological management of sensitive areas. Two early action steps were identified:

- Action Step 1 - inventory and identify environmentally sensitive areas. Responsibility for this step was assigned to the transportation and planning department. [timeline 12 months]
- Action Step 2 - promote and provide incentives for protection and use of environmentally sensitive areas. Responsibility for this step was assigned to the environmental protection committee. [timeline 18 months]

Second priority was given to (A-2), Emphasizing positive aspects of Texas City. Two early action steps were identified:

- Action Step 1 - continue the education of the public on the "Benefits of Living in Texas City," with responsibility assigned to the City Commission. [timeline 6 months]
- Action Step 2 - record "Before /After" images of progress made, with responsibility also assigned to the City Commission. [timeline 12 months]

Finally, third priority was given to (A-3), Texas City Environmental Watch/Reporting System (Emergency warning, protection and evacuation system). Four early action steps were identified:

- Action Step 1 - establish local (city) control of hurricane protection levee floodgate. City and county governing bodies would be responsible for this step. [timeline 12 months]

Action Step 2 - upgrade siren system, with the Emergency Management Director responsible. [timeline 24 months]

Action Step 3 - install electronic (multimedia) safety communication system; the Emergency Management Director would be responsible in cooperation with the police and fire chiefs. [timeline 48 months]

Action Step 4 - evaluate and enhance local emergency evacuation system; the Emergency Management Director would be responsible in cooperation with the police and fire chiefs. [timeline 24 months]

Goal B, Neighborhoods that are conducive to safe, healthy family living, was assigned three key objectives:

(B-1) Encourage innovative ideas for general improvements to make Texas City safer, cleaner, and healthier.

(B-2) Annual awards for achievement.

(B-3) Rigid enforcement of housing and health codes.

Highest priority was given to (B-1), Encourage innovative ideas for general improvements to make Texas City safer, cleaner, and healthier, which was combined with (B-2), Annual awards for achievement. Three early action steps were identified, with the Planning and Community Development responsible for the first two steps.

Action Step 1 - develop neighborhood improvement program. [timeline 24 months]

Action Step 2 - provide technical assistance in program formulation. [timeline 24 months]

Action Step 3 - provide monetary and other incentives, such as, awards, recognition, contests. The City Commission would be responsible for this step. [timeline 24 months]

Second priority was given to (B-3), Rigid enforcement of housing and health codes. Three early action steps were identified, with the Public works Department responsible for the first two steps.

Action Step 1 - incorporate, with assistance from other City departments, all complaints; e.g., nuisance, safety, health, etc.; and actions thereon into the city's Geographic Information System (GIS). [timeline 24 months]

Action Step 2 - furnish periodic reports from GIS to the Common Nuisance Abatement Team (CNAT). [timeline 24 months]

Action Step 3 - plan future activities, the responsibility of CNAT. [time line 36 months]

OTHER GOAL CATEGORIES

In addition to the three goals which had high priority objectives, there were three other goals:

1. Safety.

2. Housing.
3. Transportation and other Public Facilities and Services.

ECONOMIC DEVELOPMENT AND TOURISM

A. An economy which is sufficiently diverse so that a downturn in any one area does not materially affect the economy as a whole. [17]⁴

1. Current businesses have stayed and prospered. [11]
2. Assets inventoried for diversification (crosshairs project). [14]
3. Aggressive recruitment team in operation with a good track record. [19]
4. Wetlands identified and classified and appropriately protected and utilized. [13]
5. Subsidence under control.
6. Healthcare industry with good doctors. [6]
7. "Boat" manufacturing industry. [2]
8. Aquaculture industry. [1]
9. Recycling industry. [4]
10. Cultivation of environmentally-sensitive businesses.

B. An economy that attracts residents and highly skilled individuals and results in higher incomes for all. [13]

1. Housing options near one's work for all levels. [16]
2. Sufficient part-time jobs. [5]
3. Telecommuting centers. [12]
4. Strong service economy. [7]
5. Amenities and arts. [9]
6. Mall economy solid.
7. Strong regional retail center. [3]

C. Contaminated sites have been turned into productive properties. [12]

1. Reuse feasibility of superfund sites determined: [20]
Tex-tin - a viable industrial Brownfield property.
Malone - a viable industrial Brownfield property.

4. Numbers in brackets, such as [17], indicate the points awarded by workshop participants to the goal or objective. Where no number is shown, participants had awarded no priority points to the particular goal or objective. In those cases where all objectives under a given goal are without numbers, participants chose not to consider assigning points because the goal itself was among the lower priority goals.

Motco - a landscape area.

2. Contaminated sites that are not superfund sites are analyzed and reuse determined. [14]
3. Significantly decreased contaminated acreage. [13]

D. A waterfront development completed supportive of tourism and marine industry. [8]
(assigned to the Waterfront Development Commission and Trade Zone Corporation)

1. Marina.
2. Boardwalk with restaurants, shops, arts and crafts.
3. Hotel.
4. Coastal offices for Texas Parks and Wildlife, US Fish and Game, etcetera.
5. Hatcheries for key commercial marine life.

E. Full Employment anyone who wants a job has a job or is in training to move to something else. [41] (to be assigned to a new Workforce Development Board)

1. Low cost entry level training. [3]
2. Work connection centers. [11]
3. Public transportation to work centers. [7]
4. Work at home opportunity. [3]
5. Continuous workforce training with extensive cross training. [14]
6. Small business incubation and assistance centers. [16]

F. Historic central business district with viable businesses. [2]

1. Street of memories. [4]
2. Restoration of economically feasible buildings. [5]
3. Unusable structures removed and replaced with economically viable uses, attractive buildings. [20]
4. Connection to Heritage Square – Davison House. [2]
5. Farmers Market/Trade Day. [9]
6. Texas City Mainland Museum enhanced and marketed. [7]
7. Bike trail linkages. [9]
8. Entertainment attractions, e.g., Showboat. [8]

G. A flexible infrastructure that supports fast changes in a broad range of industry needs. [2]

1. Transportation .all modes available including the "helicopter." [5]
2. Communication .towers, cables, ROWs in place. [7]
3. Training investment tradition in all work places. [12]
4. Supportive Education System. [15]
5. Utilities .sewers, water and power to all cluster centers. [11]

6. Safety systems police, fire and emergency response. [6]

H. Tourism assets have been identified developed and marketed. (assigned to the Parks, Recreation and Waterfront Development Commission and the Wildlife Commission)

1. Flourishing ecotourism; dike, birding trails, other nature trails. [15]
2. Flourishing RV park. [3]
3. Focus on family and snowbird tourism. [5]
4. Dike developed. [16]
5. Strong recreational boat launching, storage and maintenance industry. [4]
6. Marina. [7]
7. Waterfront development. [10]

I. A port trade developed to its maximum capacity and potential. (assigned to the Waterfront Development Commission and the Trade Zone Corporation)

1. Distribution (warehousing and storage) and inter-modal shipping center. [16]
2. Offshore rig repairs.
3. Deeper channel. [4]
4. Barge manufacturing. [2]
5. A port potential inventory and asset protection system - a port cluster. [10]
6. A cruise ship industry.
7. Shoal Point developed. [12]
8. A ferry port. [7]
9. A fishing industry. [4]

J. Other

1. Commercial Development around Mall; i.e., eateries, after-hours business, satellite business.
2. Two to three business/industrial parks identified and developed.
3. Networking with regional industries for effective business forecasting.

EDUCATION

A. A universally recognized top quality educational system. [33]

1. Students and faculty have access to latest learning technologies.
2. Involvement of community in monitoring education quality.
3. Clerical support for teachers.
4. More local community contributions of time and money.
5. Professional development requirement for teachers.

6. Health maintenance education for all ages, including practical health maintenance skills, such as CPR, etcetera.
7. All educational facilities located on open, accessible, barrier-free campuses.
8. Broad, community cultural education, including local history, arts, etcetera.
9. Highest quality, inclusive special education programs for physically and mentally challenged students.
10. Optimal utilization of all educational facilities, all year, all week, all day; planned construction of multi-use facilities.
11. True life-learning for all ages from the very young to the very old (e.g., Manners, deportment, social skills).

B. Vocational preparation for young people. [7]

1. Skills specialty training in secondary and community college system.
2. Development of two regional training networks.

C. Continuing community education for all ages that takes full advantage of the latest in video, high tech, etc, distance learning, and open university concepts. [6]

1. Create small business incubators.
2. Partnership task forces to investigate possibilities.
3. More effective use of local TV Access Channel.
4. Web Page devoted to local educational enrichment.

D. Improved alternative education opportunities for "at-risk" students.⁵

1. Achieve a zero-drop out rate.
2. Provide a peer mentoring program especially for teenagers.
3. Make vacation time a reward for achievement.
4. Provide "boot camp" for problem students.
5. Take advantage of "Robin Hood" and find drain to finance charter schools.
6. Use counseling, positive reinforcement, and rewards to encourage performance.

SAFETY

A. "Community Partnerships" for preserving physically and environmentally safe living environments. [4]

5. While Goal D received the highest priority ranking, its objectives were not prioritized because this entire item was to be assigned to a special Education Committee for review and action.

1. Emergency warning and protection and evacuation system. [14]
2. Public education and training programs (make an action step under A5). [6]
3. Broad electronic safety communication system. [6]
4. Safety-engineered public facilities, including transportation systems, such as streets, bikeways, sidewalks, public trails. [15]
5. Residences and small business compliance with reasonable standards of environmental protection and restoration. [7]

B. State of the art fire/police services, including the best available training for emergency personnel.

1. Zero repeat offenders in all age groups and crime categories.

QUALITY OF LIFE

A. Change environmental quality perception. [15]

1. Ecological management of sensitive areas. [15]
2. Emphasizing positive aspects of Texas City. [9]
3. Texas City Environmental Watch/Reporting System. [7]

B. Neighborhoods that are conducive to safe, healthy family living. [14]

1. Encourage innovative ideas for general improvement; i.e., safer, cleaner, healthier. [11]
2. Annual awards for achievement. [6]
3. Reinforcement of housing and health codes. [10]

C. Accessible health care for all ages.

1. Amenities and activities for senior citizens.

D. Full range of superior parks, recreation and cultural services and facilities.

1. Emphasis on cultural and historical programs.

E. Adequate services and housing for an aging population. [2]

1. Amenities and activities for senior citizens.

F. Year-around vocational programs for youth. [1]

1. Coordinated with vocational training, including back office employee skills.
2. Programs for sharing special skills by the talented with the less talented.

G. Leadership development and citizen activation program for all ages, including team building.

H. Greenbelt buffer zones established and made viable.

1. Appropriate greenbelt "industries" identified and encourages; e.g., tree growing. [20]
2. Bird habitat zones established and protected. [14]
3. Appropriate recreational sites identified and developed. [11]

HOUSING

A. Develop and attract upscale residents. [2]

1. Inventory of available land including wetlands. [11]
2. Provide public incentives for upscale development. [15]
3. Market and promote communication with upscale families, e.g., good schools, safe streets, secure investment, amenities, services. [10]
4. Provide waterfront housing.

B. Proper mix for compatible land uses, access connections, buffering and amenities in new and existing areas.

1. Buffering requirements in all non-residential developments when property ownership changes. [16]
2. Enforce buffering requirements as a condition of sale. [3]

C. Convert traditional public housing into homeowner-type of neighborhood environment

1. Incentives to encourage home ownership, such as first-time home buyer program, senior citizen disability subsidy. [16]
2. Programs to inform and train citizens in public housing to be prepared for home ownership responsibility. [7]
3. Seed money support for Habitat for Humanity Home Construction. [12]

D. Maintain quality housing in established neighborhoods in various price ranges

1. Stringent building code enforcement. [11]
2. Seek public finds (i.e., grants) for blight elimination. [4]
3. Establish, mobilize, encourage strong neighborhood associations. [11]

4. On-going program of City improvement to support neighborhood efforts. [14]

TRANSPORTATION AND OTHER PUBLIC FACILITIES AND SERVICES

A. Enhanced movement of people to key public and private destinations. [4]

1. Conveniently located transportation centers. [16]
2. A light rail center with bus connections to area cities.
3. A secure park and ride connection to the center. [9]
4. Incentives to encourage optimal use of centers. [5]
5. Private investment in center construction/operation. [3]
6. Individual centers linked with communications. [5]
7. On-site information about available services. [2]

B. Cultural and educational systems that make the latest technology available to and encourage interaction of people of all ages, faiths, and backgrounds. [4]

1. Continued enhancement of city library with latest in technology. [16]
2. Improved community public access channel programming. [4]
3. Expanded community use of the Internet for personal use in public and commercial places. [9]

C. Community public infrastructure. [2]

1. Improved drainage systems, particularly retention ponds. [15]
2. Ongoing maintenance program for underground and surface systems. [9]
3. Reduced (or "zero") waste water system infiltration. [9]
4. Non-potable water used for conservation purposes. [7]
5. Increased surface water capacity to fulfill future industrial and residential needs. [6]

D. Enhanced intercity movement of people with multimodal uses including pedestrians, bicycling, and more conventional modes (i.e., cars, buses). [11]

1. Hike and bike trails. [9]
2. Bicycle pickup/return system. [4]
3. Safe designated bike routes. [7]
4. A "connect system" (departure/return) for buses, vans, etc., to evolve into 2-route systems eventually. [16]
5. Home delivery of consumer goods for shut-ins and others. [5]

E. Efficient delivery of city services.

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1. Elimination of redundancy in public service delivery. [13]
2. Incentives to reduce waste and encourage increased recycling. [7]
3. Trash control and frequency of removal. [6]
4. Joint reading of utility meters.
5. Eliminated overlapping of city/state districts.
6. Up-to-date management methods. [8]
7. More cost effective service through privatization and competition. [13]
8. Regular performance audits on government programs. [3]

Educational Goal Statement

The Vision 2020 Committee was appointed by the City Commission. It included members from some of the local school districts and from the College of the Mainland. As our group went through the process of reviewing the results of interviews with community leaders, observing and analyzing focus groups, and, through deliberation, formed visions and goals for Texas City Vision 2020, a high quality education system emerged as the highest priority goal.

The Committee developed in this process, top priority goals, prioritized objectives, developed action steps and recommended assignments and timelines to be implemented by responsible parties. It was decided that the community should be presented the Education Goal, and objectives, that emerged from our official education districts in Texas City and request that a collaborative partnership be created to work on educational priorities. The Committee hopes that the education districts will take the ideas that emerged from the process, form an appropriate confederation, and begin the implementation of the identified goals and objectives. The Committee hopes this can be an opportunity for our citizens to join together with the work they are already doing to make our very good education system the very best possible.

Interview Results

WHAT IS GOING WELL?

Drastic improvement in appearance (17)
Schools (17)
Industrial tax base -- more than taxes-sponsors of projects (15)
Good economy-industry healthy & operating well (14)
Parks and recreation additions bike trails (13)
Infrastructure improvement (12)
Goals 2000/Planning and involvement/Mayor (9)
Small town atmosphere -- know each other -- "top to street corner" (8)
Geographic location/water/Houston (8)
City Govt. with focus on future/Mayor (7)
Interpersonal relations (social capital) (7)
Good place to work, live, raise a family (7)
Spirit of City (6)
Nucleus of people willing to participate (6)
Govt. more professionalize/cohesive/Community being run like a business (6)
Leadership stronger across the board (5)
Good public officials (5)
Colleges/Educational facilities (5)
Changed perception/image of City (4)
New industrial investment (4)
Recycling (4)
Cleaner atmosphere/environment (4)
City service improvements (4)
Police/Fire buildings (3)
Lack of racial discrimination/cliques (3)
Mall (3)
Reasonable tax rates (3)
Spirit of volunteerism (3)
Increasing diversity (3)
Good employment for people with skills (3)
Self esteem (2)
Port (2)
New business investment (2)
Good use of tax abatement/Resident requirement (2)
School/City collaboration (2)
City residents more interested in affairs of local govt. (2)
United Way Fund Improvements/services for indigent (2)
Waterfront/Dike (2)
Economic Development Corporation - Financial clout and planning (2)
Growth in people who work here living here (2)
New buildings-especially residential (2)
Parents involved with kids (2)
Tearing down of nuisances (2)
Crime rate down
Per capita income/plant base
Mild climate
Wildlife preservation

Interview Results

Conference Center
Dog Track
Hotels
Roads and access
Vacant land for development
"Turnaround LaMarque - Texas City"
More openness
Private sector participation in projects
Foreign Trade Zone
Youth at Risk Center
Teen gang removal programs
Nessler Center expansion
QPS program
Financial reserves
Improved handicapped accessibility
Ability to acquire funding
Feeling of security
Youth sports bringing community together
Range of affordable housing
More people coming from Island to Mainland
Support for schools/involvement
Public facilities/libraries

WHAT IS NOT GOING WELL?

Crime/Gangs/Drug areas - still some problems (12)
Some decay in older residential areas (6)
Environment/Pollution (5)
Industry not paying enough attention to need for managers and technical staff to live in City (5)
Social problem coming with reduced Federal funds/agencies hunting (5)
Poorly educated young - especially minorities (5)
One horse town - Harbor & Petro-Chemicals (5)
Diversity in industrial base - need labor intensive high-tech (4)
Percentage of minorities/lack of amenities deters investment skilled workforce with high income (3)
Ability to attract new construction at level of Clear Lake (3)
Worry about Mall-built too early? - management turned down too many leases at first (3)
Empty center/need new development (3)
Dealing with competition for industrial growth (3)
Traffic problem-loop "197 & 146/" channelize development (3)
Some neglect of infrastructure maintenance (3)
Image (2)
Drainage problems in neglected residential areas (2)
Large percent of City still not connected/committed (2)
Not capitalizing on community's diversity (2)
Public school system challenging enough (2)
Unemployment level (2)
Single parents who have to work (2)
Truancy levels (2)
Need additional retail stores (2)
Some business failures (2)
Dike area complication - county ownership (2)

Lack of public transportation (2)
Lack of good affordable housing (2)
Too dependent upon Mayor (1)
Need for revitalization in SE area
Overall neighborhood development
Apathy
People "jaded" about govt.
Young people not connected
Male dominated city
East side/West side perception
Low voter turnout
Push to move away
Under currents of ethnic inequity
Litigation over "releases"
Negativism about living in City - perpetuated by Houston media
New TV channel poor-not good vehicle yet
Nuisances torn down are not replaced with anything
Bay area not getting critical mass of investment yet
Snug Harbor too superficial
Teen pregnancies
Police Dept. - some personnel have bad relationship with Black community
Dichotomy between rich and poor
Need convention center
Too dependent on current industry - take for granted
Labor/management divisive
Lack of commitment of big business to small business
Management of City construction-antiquated systems/clarity of rules
Some neglect of basic city services
School district boundaries inside City
LaMarque/T.C. coordination - need consolidation?
Never move fast enough
Lack of bridge over to At Water Game Preserve
Nothing
Need recreational opportunities
Senior center need rehab
Old downtown deterioration

WHAT OPPORTUNITIES DO YOU SEE?

Bird sanctuary - west end (17)
Housing ownership for middle to lower income families (9)
Expanding/Leveraging the port (8)
Attracting non-petro-chemical industry (8)
Tourism - Battleship Texas/waterspouts/recreation (7)
Get managers and technical workers to live here (4)
Strong partnership with plants-Foreign Trade Zone/Global business (3)
Redevelop old downtown "back office" area for plants (3)
Entice local business to continue to invest (3)
Develop upscale amenities (3)
Health care facility-local usage/support (2)
Develop seafood industry (2)

Interview Results

Develop "green belt" around plants (2)
Commercial development (2)
Develop viable and reasonable mutual support system b/w plants and local support businesses (2)
Conference Center/meeting facilities (2)
Convention center (2)
Comparatively large land mass/space for growth (2)
College of the Mainland (2)
Skill training and support systems for "women in transition" (2)
Schools - attractive to student (2)
Develop the "nice community to live in" (2)
Expand educational opportunity (2)
Change "don't shop here" worker mentality (2)
Take advantage of broader resources - involve new people (2)
Good political connections in Austin (2)
Rail and water access
Capacity for expansion in existing plants
Terminal railway
Create cultural/business hub
Industrial Development Corporation
Use "brain power" at plants
Revisit tax abatement
Examine divisions b/w City and Industrial base
Distribution center
Retail development
Mall
Focus development on areas served with infrastructure
Develop older area as tourist attraction
Open up more road access-Loop 197 North
Tutoring programs to overcome literacy problems
Recreation areas - Bay St. - nature walks - the Dike - waterfront
Family oriented facilities that promote "co-mingling"
New housing subdivisions (1)
Community based facilities -- assisted living etc.
Moses Lake residential potential
Decline of union control has lowered residential costs
Regional leadership
Low tax rate makes room for infrastructure investment
Abatement of tin smelter environmental mess
Continued growth of Houston area
New countywide economic development program
City becoming "marketable"
Continue taking down nuisance structures
Rebirth celebration
Amusement park
Mass transit
Ferry landing at end of Dike
Make vision 2020 a reality
Work with youth

BARRIERS TO OPPORTUNITIES

Boundaries and multi-jurisdictions - especially schools (6)
Provincial attitudes (6)
Flexible money (lack of)/grants drying up (6)
Image - "smelly industrial complex"/Hurricanes (4)
Getting community support for key projects - mistrust of govt. (4)
Learning how to engage plant managers (3)
Fear of disaster (3)
Resources to manage programs (3)
Losing "white collars don't live here" stigma (2)
Housing for plant managers on a "ready" basis/would take major infrastructure investment (2)
Ecological barriers (2)
Much land not suitable for development (2)
Complications and costs of Dike improvements (2)
Courage to "forge ahead" (2)
Not enough people with adequate paying jobs (2)
"It's good enough" attitude (2)
Red tape (2)
Foreign competition for refineries
Downsizing
Plant managers not living here
Lack of assistance to small business
Schools (need to continually improve)
Two Superfund sites
Union mismanagement
Tension in education system
Zoning needs to be restructured
Putting together appealing housing projects providing utilities to Moses Lake
Sewer and water system antiquated
Danger of self-centeredness
Illegal immigrant problem
Teamwork skills
Lack of ambition in middle class worker
Cyclical females in Welfare system need more than just a letter from the Fed's
Ability to provide low income housing ownership subsidies
Lack of transportation system that works for all
Targeting tax incentives
Creatively using CBDG funds
Legislature favors big cities
Lack of trusted insider in Police Dept. for Blacks
Nurturing people who have been excluded
Tendency to "screen out" assisted living
Local Govt. trying to control everything
Need for flexibility to meet needs of attracting companies
Lack of focus on what is really wanted and how to get it
Railroad's ownership of Port (conservative)
Corps of Engineers seacoast regulations
Petrol-chemical industry objections to recreational development of the Dike
Lack of traffic control (light synchronization)
A city of "old people and children" -- not enough in between
Fear of tourism

Interview Results

City county cooperation
Leadership base/next Mayor could be different
Funds for youth development

ANY THREATS?

Disasters natural or plant or terrorism (20)
Technological and physical threats to p/c industry (5)
Downsizing/employment (5)
Future stricter environmental regulation (4)
Continuation of Leadership (4)
Drug attraction to young/crime (3)
Plants choosing to leave community (3)
Subsidence of key lands (3)
Drainage issues (2)
Failure to attract different industry (2)
Tension (real or assumed) b/w unions and managers (2)
Outside events that cause race tension (2)
Work stoppage action (2)
Few people coming in from outside to live here (2)
Lack of workforce skill development (2)
Lack of cross race and cross church involvement (unity) (2)
Education issues (2)
Development of gangs (2)
Understanding/comfort with Disaster Safety System
Funding more complicated
Govt/industry cooperation
Waste disposal - Trash, hazardous waste
Eurasian of financial base
High percentage of minorities in school system
Galveston as competitor
Environmental problems
Future of sales tax
Unwillingness to react to change - crime/drug/environmental
Retention of the quality of family life
Middle range of unskilled, poorly educated and undisciplined people
Young people hearing graduation with no plans
Apartment dwellers lack of attachment
Being "swallowed up" by Houston
Truancy
Current form of government over the long term
Cost of maintaining facilities already built
School taxes allocation
Difference between "haves" and "have-nots"

IF YOU COULD CHANGE ONE THING, WHAT WOULD IT BE?

Get a high tech industry here/Diversification (4)
Change form of Govt. to Council - Mgr. (3)
Less parent apathy toward older children/strengthen family (3)

Nationally marketed (2)
Invest in Youth education (2)
Develop the Dike (2)
Affordable home ownership for low income (1)
Make corporate managers residents (1)
Create a social infrastructure of evaluating/learning/creating new visions
Workable plan for economic development for cleaned up areas
Stronger picture of shaved leadership
Reverse trend of companies avoiding union wage scales
Get Battleship Texas
Rejuvenate older sections of residential
Develop visible CBD
Attractive entry to Dike & Bay Street Park
Create major recreational complex for youth
Better pay for teachers/stronger schools
Unify – take "multi" off "multi-culture"
Mall fully leased
Drainage system
Clean Star Texas City environmental program
Olympic size swim facility
Build more diverse population
Have petrol-chemical industries use local contractors & suppliers
Lower unemployment rate
More public access to computers
Build stronger public trust
More skills training

HAVE WE MISSED ANYTHING?

Make sure program is inclusive (6)
Great leadership over many years/esp. Mayor (5)
Momentum (3)
Dike & Moses Lake opportunities for residential/recreation (2)
Tin smelter thing (2)
Youth programs for developing capacity/knowledge & pride (2)
Need for mass transit of some sort (2)
Involve children/youth (2)
Better disaster warning system
Engage plant leaders through Civic clubs
Excellent chamber leadership
Funding for public schools
Need to strive for benchmarks like the Woodlands
Better communication b/w law enforcement and citizens – Police as good neighbors
Move toward Council - Manager government
50 year event will help sense of achievement
Ecotourism
Preserving and taking advantage of natural assets/birdlife
Convention center – need for
Critical mass has developed for bilingual education
Strong recycling effort
Strongest schools in area

Interview Results

Good tax value
Youth at Risk Center a "star"
Texas City Aid and Guidance -- program for needy
Friendly people
Committee to eliminate gang hideouts
Increase use of port
look to advanced smaller manufacturing -- computers/fishing lures
Stronger name than vision 20/20
Continue improvement of city govt. image
Develop citizen surveys
Continue work on race relations
Develop skills training
Use industry to help poor people
Develop followership

Focus Groups' Ideas

1. ECONOMIC DEVELOPMENT AND TOURISM

The "Oh, I see's"

mall feeder road safety

mall advertise

mall customer surveys

Make Dike more attractive for expanding tourism opportunities (2)

Community should diversify economic base in order to continue to lower taxes

Should include efforts to attract and retain a younger work force

Need doctors clinics/service centers downtown

Get input of young people for downtown development

Employment problems--opportunities not comprehensive enough to reach all working age citizens

High unemployment affects tax base

Expand tourism

Amateur athletics

Employment expansion opportunities

Improving tourism would have impact on churches

Ecotourism

Create a "Farmers Market" type environment off 6th Street--garden spots

Provide RV facilities for the ecotourist

Market Texas City opportunities

Dangerous to put all of the city's "eggs in one petrochemical basket."

Risk from lack of "diversification."

New economic opportunities can mean an expected "synergy" leading to more jobs, an expansion of housing, lower taxes and better quality of life for all.

Important to take advantage of new technologies becoming available to Texas City.

festivals: multicultural, jazz

Make Dike more attractive for expanding tourism opportunities (2)

The "Oh, Yeah's"

mall traffic safety improvement

mall add Luby's cafeteria

mall feeder road dangerous

Focus Groups' Ideas

Beautify dike
Develop hotels in/near dike
family-oriented activities
Snake Island as habitat/bird preserve
environmental research opportunities
fish processing opportunities
computer technology opportunities
refinery jobs opportunities
port job expansion opportunities
training, jobs
employment diversity
economic conditions
growth potential
training, vocational at high schools
Industry a good corporate neighbor (2)
Good economic base
Unemployment higher than state average
Market tourism (3)
Need affordable lease areas along 6th Street
Marketing ecotourism (2)
There is a need for strong marketing of local educational and employment opportunities targeted at the youth to engender "civic pride" and to encourage more of them to make a permanent home here.
Chamber of Commerce works well
Retail services adequate
Build an amusement park
Develop ferry crossing to Port Bolivar
Develop hotels downtown
Arts & crafts market a big plus for downtown
Port expansion--bilingual training for workforce--cruise ships
Too dependent on petrochemical industry, but must protect it as we expand and diversify (2)
Consider diversification opportunities in manufacturing, auto parts, plastics, etc, and port expansion (2)
Existing industry provides good jobs
An opportunity, more tours of plants
Aggressively market additional diverse business

2. HOUSING

The "Oh, Yeah's"

Need affordable housing through innovative rehabilitation (3)

housing adequate

Rent is too high for the area

Develop housing near Mall of the Mainland

3. PUBLIC FACILITIES AND SERVICES

The "Oh, I see's"

facility for large gatherings

outdoor theater

facility: for multicultural gatherings

Provide more conferences and meeting facilities

Civic Center and tourism

Have good public facilities and convenient retail centers (2)

lighting, streets

City resources should be equally distributed

The "Oh, Yeah's"

drainage problem

city services deficient

Good/adequate recreational facilities

Information Center deserves support

police substation

city hall betterment

facilities, public, convenient

convenient **community facilities** (stores, hospitals, schools, jobs...)

Not enough shelter space for battered women

Build museums, opera facilities and public information marquees

Build Civic Center--explore conference center

Healthy political environment

Aggressive government/mayor (2)

Aggressive active mayor has community working together (2)

Work well with adjacent cities

City responds to citizens when there is a problem (unlike Galveston)

Taxes are reasonable - lowest in county (2)

Tax base is excellent (2)

Alternatives for expanding the local tax base need to be explored.

Cycle of poverty

People who are not affluent are neglected in city services

4. TRANSPORTATION

The "Oh, I see's"

transportation system

transportation, public system, improve accessibility to all areas

transportation, public

Petition State to improve safety on E.F. Lowry feeder to Mall

Develop public transportation system to serve elderly

The "Oh, Yeah's"

transportation system from other towns to mall

transportation: for low income residents to job training

Implement a public transit system (2)

Streets in need of repair

5. EDUCATION

The "Oh, I see's"

HOSTS program, clarify its function

Enhance educational opportunities through mentoring and industry supported programs of vocational/technical education for future work force development.

Involve parents more actively and innovatively in programs of educational enhancement.

Keep educational standards and wage scales high to attract the "best and brightest teachers" into the community.

Provide bilingual training in education system

The "Oh, Yeah's"

school discipline, improve
HOSTS program, parental involvement
parents visit schools unannounced
Parents not involved in schools (3)
Good schools (2)
Lack of citizenship training for younger generation (2)
Places for kids to congregate
Large investments are being made by TCISD in school upgrading.
TCISD superintendent is doing a good job.
Frequent change of principals not good for overall school management.
Safety and security in public schools are improving.
Private school enrollments are declining suggesting growing public satisfaction with the quality of education in the public schools.
Texas City High not one of the best anymore
Lose too many students after the 5th grade
50% of kids will graduate from high school
Parents get involved in Little League and soccer
If computer literate, kids will make it
Incorporate trade/vocational training in high schools
Best schools are elementary schools--Northside and Roosevelt-Wilson
Establish computer classes to get parents to schools
Teachers should be trained to deal with disruptive schools
Raise teachers' salaries to recruit and retain good teachers
Good 2 year college (2)--should work to make it a 4 year

6. PUBLIC SAFETY

The "Oh, I see's"

Public safety in the minority community
Maintain your property and next door is prostitution (Chelsea)
Future citizens not given a good outlook for the future--public safety

The "Oh, Yeah's"

Public safety response has improved
Sidewalks relatively safe
There is evidence of gang activity and citizens are vulnerable in supermarket areas.
People do not feel safe (improve public safety)
Good security

7. QUALITY OF LIFE

The "Oh, I see's"

Plant managers are "good neighbors." Involved in community campaigns, fund drives, volunteerism, and the establishment of a "greenbelt buffer zone."
clean-up parts of city [clean up]
clean-up problem areas (run down areas)
yards, unkept - jungle appearance
Efforts to strengthen environmental controls should continue to prevent refinery pollution and make Texas City a cleaner place to live.
Need to enforce codes on property owners
Renovation of old Danforth Hospital a great thing --alternative treatment center

The "Oh, Yeah's"

Community has the ability to communicate
Good public involvement, including minorities
Small community atmosphere (2)
Friendly (2)
A lot to offer, inexpensive place to live
Good churches/abundant (3)
Activities for the community
Pace of life is neither too fast or too slow.
City services are excellent and the schools are improving.
Good leadership
Plants do not encourage managers to live here--negative image
Civic pride
Cultural activities are too few and more arts opportunities are needed
neighborhood revitalization [clean up]

smell improvement [clean up]

city officials should visit the problem areas:

Continue revitalization downtown (2)

Need affordable housing through innovative rehabilitation (3)

Environmental pollution--continue clean-up (2)

Need parking areas for downtown

Concern about water and air quality (2)

Remove the tin smelter

6th Street improvements in right direction

Too many properties not maintained

BLOCKS

Job training/employment for low income people who congregate in downtown

Should have stopped the welfare system

Dealing with drug activity--city responsibility or neighbors?

The city's dependence on the volatile petrochemical industry is dangerous economically and environmentally.

Ideas for the Vision Statement

- cluster - Thematic clusters of development, each with a center buffered by greenbelts and connected by safe traffic arteries, bike trails, and public transportation.
- tran- A multimodal transportation system with close access to water and air facilities and good circulation options -- car, bike and public
- econ - A diverse port industry, (including a heliport) and ferry connections to key Bay attractions. -- including recreational crafts of all types, with storage, launching, etc. facilities.
- port - Regionally attractive recreational development of the Dike, with compatible residential close by.
- econ - Diverse economic base with a talented labor pool and full employment.
- econ - Known for *Eco-tourism* with well preserved, accessible natural habitats, capturing the snowbirds and RV market.
- tele - A friendly **technology** center featuring a televillage near the Mall.
- tele - Videotelephones and other new communication **technology** -- world wide web etc, readily accessible and made usable by government support systems (Change provincial thinking)
- QOL - A city that leads the nation in utilization of emerging **technology**.
- QOL - Greater public receptivity to new **technologies** through government leadership.
- QOL - A place with a constant *recycling* reputation -- neat and clean streets and lots -- where obsolescent housing and commerce quickly turn into viable, new assets.
- QOL - A place attractive for families - children playing safely in the streets; activity centers open year-around for youth; and accessible centers for varied cultural and recreational activities for people of all ages.
- QOL - A small town atmosphere with housing options for all economic and social levels, a neighborly environment, and high participation by all in the civic life of the community.
- QOL - A new paradigm that goes across boundaries between specialties -- a confluence -- a unified whole.
- QOL - Inclusive, open Prosperous community that balances broad interaction of all races and income groups.

Ideas for the Vision Statement

- QOL - A place with amenities that support its full range of lifestyles -- arts, shops, dining, entertainment, and places where people can gather and talk.
- QOL - A place that is visually pleasing with variety in structures, lighting and landscaping.
- educ - Strong education base producing a rich talent pool of youth with technical and white-collar skills.
- educ - An excellent school system furnished with the latest technology with every student "elevated" to his/her highest potential.

An Early Version of the Vision Statement

A city of the future in which a prosperous, diverse economic base is strengthened by a commitment to serve as an international leader in emerging technologies with opportunities for all economic and social levels in an inclusive environment that balances broad interaction among all races, ethnicities, and cultures. A leader in industry, business, and finance located with immediate access to major land, water and air transportation arteries, while maintaining a small town atmosphere and convenience with varied cultural and recreational opportunities emphasizing the arts, dining and entertainment.

TEXAS CITY--A city with an All America heritage and an All World future as a leader in:

- Technology
- Recreational/Sporting Development
- Family Oriented Values and Activities
- Educational Excellence
- Environmental and Ecological Advances
- Entertainment: The Arts, Shopping, and Dining
- Aesthetically pleasing business and residential facilities
- Workforce Education and Training
- Developing and Supporting a Diverse Economy

Purpose Statement

Vision 2020 is a culmination of thoughts and concerns by focus groups and committee members to develop a plan of action which will continue the organized direction created by Goals 2000 and will guide our community into the Twenty-first Century.

Rank Ordering of Goals

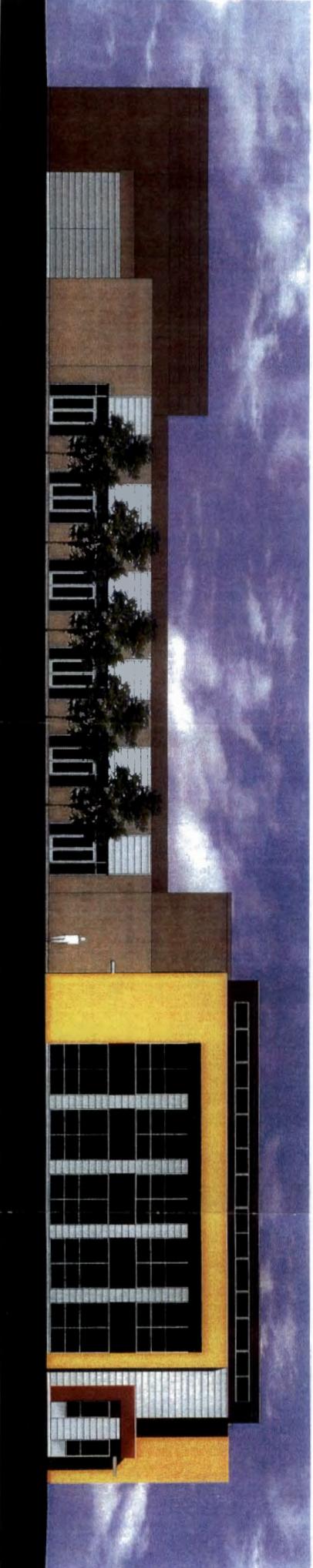
| Rank | Goal Statements | Topic | V' |
|--------|--|--------|----|
| 1 | A universally recognized, top quality educational system | EDUC-D | 33 |
| 2 | An economy which is sufficiently diverse so that a downturn in any one area does not materially affect the economy as a whole | EDAT-A | 17 |
| 3 | A changed environmental quality perception | QOL -A | 15 |
| 4 | Neighborhoods that are conducive to safe, healthy family living | QOL -B | 14 |
| 5 | An economy that attracts residents and higher income/skilled people | EDAT-D | 13 |
| 6 | Contaminated sites have been turned into productive properties | EDAT-H | 12 |
| 7 | A waterfront development - completed - supportive of tourism and marine industry | EDAT-G | 8 |
| 8 | Vocational preparation for young people | EDUC-B | 7 |
| 9 | Continuing community education for all ages that takes full advantage of the latest in video, high tech, distance learning, open university concepts, etc, | EDUC-A | 6 |
| 10-tie | Full Employment - anyone who wants a job has a job or is in training to move to something else | EDAT-C | 4 |
| 10-tie | Enhanced movement of people to key public and private destinations | TPFS-D | 4 |
| 10-tie | "Community Partnerships" for preserving physically and environmentally safe living environments | SAFE-A | 4 |
| 10-tie | Cultural and educational systems that make the latest technology available to and encourage interaction of people of all ages, faiths, and backgrounds | TPFS-B | 4 |
| 11-tie | Historic central business district with viable businesses | EDAT-I | 2 |
| 11-tie | Adequate services and housing for an aging population | QOL -E | 2 |
| 11-tie | Develop and attract upscale residents | HOUS-A | 2 |
| 11-tie | A flexible infrastructure that supports fast changes in a broad range of industry needs | EDAT-B | 2 |
| 11-tie | Community public infrastructure | TPFS-A | 2 |
| 12-tie | Enhanced inter-city movement of people with multimodal uses including pedestrians, bicycling, and more conventional modes (i.e., cars, buses) | TPFS-E | 1 |
| 12-tie | Year-around vocational programs for youth | QOL -F | 1 |
| | Efficient delivery of city services | TPFS-C | |
| | Tourism assets have been identified, developed and marketed | EDAT-E | |
| | A port trade developed to its maximum capacity and potential | EDAT-F | |
| | Proper mix for compatible land uses, access connections, buffering and amenities in new and existing areas | HOUS-D | |
| | Full range of superior parks, recreation and cultural services and facilities | QOL -D | |
| | Greenbelt buffer zones established and made viable | EDAT-J | |
| | Convert traditional public housing into homeowner-type of neighborhood environment | HOUS-C | |
| | Leadership development and citizen activation program for all ages, including team building | QOL -G | |
| | Other | EDAT-K | |
| | Accessible health care for all ages | QOL -C | |
| | Maintain quality housing in established neighborhoods in various price ranges | HOUS-B | |
| | Improved alternative education opportunities for "at-risk" students | EDUC-C | |
| | State of the art fire/police services, including the best available training for emergency personnel | SAFE-B | |



EAST ELEVATION



SOUTH ELEVATION



NORTH ELEVATION



LOWRY FITNESS CENTER
TEXAS CITY, TEXAS

Marmou Mok
Architects

10.16.03

Final Report

**AN ECONOMIC DEVELOPMENT STRATEGIC
VISION FOR TEXAS CITY**

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University of Texas at Arlington
August, 1997

EXECUTIVE SUMMARY

This is the final report for the project "An Economic Development Strategic Vision for Texas City," which provides guidance for the Vision 2020 effort. The approach to this study is that of examining the factors which will best ensure the long-range economic development of the area.

Completed Project Components:

The current Texas City Economic Development project was performed in several phases. The following components making up the entirety of the project have been completed:

- Interviews conducted with 42 community leaders.
- An additional meeting with local community leaders provided feedback from the interview process and was then utilized to develop a set of issues for discussion in focus groups.
- Focus Groups were conducted for two groups of local community leaders, utilizing the questions developed from the interview process. These provided an opportunity for additional citizen participation, and also served to provide a comparable analysis of information for the facilitator.
- An analysis of census and other historical economic data, evaluation of the local industry workforce and the provision of specific suggestions on comparative advantages and disadvantages for the local economy (occupational –functional analysis). The study identified several specific industry targets and training needs.
- A meeting was then conducted to provide feedback results from the focus group sessions and the results of the "occupational-functional" analysis of the area to the community leader participants. An initial visioning process was also an additional component of the meeting.
- Another meeting then targeted completion of the visioning process, with the development of strategies and action steps. A written preliminary plan, based on information obtained up to that point in the process, was also presented to the committee.
- The last component of this project is completed with the presentation of this final report.

An Analysis of Texas City Strengths and Weaknesses:

An analysis of research data on Texas City has demonstrated several comparative strengths and weaknesses in the area.

Strengths:

A labor force analysis of Texas City has many strengths upon which to draw for economic development. These include:

- An especially large pool of chemical engineers/technicians.
- Additional abundant labor pools of :
 - Aerospace engineers and scientists

- Civil engineers
- Electrical engineers
- Systems and operations technicians
- Chemists
- Specialty engineers/technicians
- Computer scientists
- Librarians
- Health care technicians
- Purchasing managers
- Records clerks
- Personnel clerks
- Telephone operators
- General office clerks

Captains and crews of ships are also in abundant supply in Texas City, as one might expect in a port. Additional advantages also include an abundance of medical and education services.

Weaknesses:

An analysis of the labor market also revealed a few areas in which Texas City does not enjoy a competitive advantage. These areas are not a deterrent in current development efforts, but should be considered in relation to future business and residential expansions:

- Marketing experts
- Architects
- Authors and technical writers
- Other data sources reveal a lack of middle income residents, including plant managers and supervisors, and
- A rapid rate of growth in the early postwar period under a hurried backlog demand, has provided a lower than desired average housing stock.

Potential Targets:

An analysis of Texas City indicates that the following are the most attractive targets for economic development:

- Science education products and systems
- Health care products
- Home health care services
- Redistribution warehousing
- Quality of Life amenities, including:
 - Residential development of middle class homes
 - Seaside features
 - Recreational/ecological tourism
 - Historic restoration of the downtown and port areas
 - Recreational service businesses

- Leisure services
- Telecommunication
- Development of a conference center

Training Needs:

Findings of this study of the Texas City area show the need for training in several specific areas in order to achieve target objectives. These include:

- Business Management, especially small business development.
- Basic computer skills
- Construction trades/building trades (focusing on employment on middle income residential)
- Residential
- Health care
- Redistribution warehousing
- The "arts"

Visioning/Planning Results and Recommendations from the Committee

The committee visioning and planning process in Texas City might best be described as "evolutionary," in that, it took a definite turn from the beginning macro discussions, which addressed interwoven, widespread economic development efforts, such as: industry attraction, expansion of the port, and development of the downtown, and then, refocused on more select, micro issues, which produced the following vision:

"Texas City – a progressive city with a revitalized core, diversified base, workforce with the technical skills to support strong local industrial employment, and a safe haven for opportunity near one's work."

This vision would be supported by the following:

- Continued strong area of technical talent, diversifying into new product lines in health care and science education, while maintaining the strong petrochemical base.
- Houston's hot spot for the best job opportunities for women.
- The arts and crafts center of the Gulf coast.
- An upscale RV park for tourism.
- An economy designed for families which is supported by:
 1. Family activities
 2. Jobs within 10 minutes
 3. Outstanding schools
 4. Arts, recreation, and cultural enrichment
 5. Leading the new life in the information age
 6. Place for the smart boat owner and the clever fisher-person, including a safe harbor and marina facilities

7. A focus on being "nature-friendly" in conjunction with responsible industry
8. A place with a full range of housing options, especially home "ownership" including a middle to upper middle strata

Committee Strategies:

The following strategies were discussed by the committee:

1. Development of an investment pool
2. Development of a community based support group to promote the schools
3. Attraction of a leisure developer for the RV park
4. Obtaining grant money for a telecommuting center
5. Development of a focused marketing plan
6. Development of a ferry connection from Texas City to Port Boliver
7. Attraction of a real estate developer
8. Design of a road access framework
9. Development of the marina
10. Development of a current information base
11. Network support for the arts festival
12. Encouragement of completion of the "green belt."
13. Determination of location(s) for telecommuting facility
14. Expansion of the port
15. Development of marketing strategies for attraction of specific industries
16. Focus on development of "regional shopping"
17. Development of incentives for upscale home development
18. Recycling of potential key "superfund" sites
19. Development of international trade focus - especially Mexico

Top Strategies from Committee

The committee then prioritized the strategies listed above, and the following were adopted by the committee as imperative "first steps" in furtherance of economic development for Texas City, which supported the committee's recommendation to move forward with a special focus on - residential attraction of middle income residents:

1. Attraction of a real estate developer
2. Design of a road access framework
3. Development of the marina
4. Development of a community based support group for the schools

Committee Action Planning

After the group decided on the "best" most immediate strategies to be pursued, they moved to construct a detailed plan of action for implementing the strategies, which resulted in the following top ranked "action steps:"

1. Review and prioritization of the road plan
2. Develop a marketing plan for real estate development
3. Define and prioritize development tracts
4. Develop an incentive package for real estate development

Visioning/Planning Results and Recommendations from the Consultants

The consultants involved in this study fully support the recommendations put forth by the committee. The attraction of middle income residents will be critical to the economic base and quality of life issues that are of primary importance to the economic well-being of Texas City. The strategies and action steps formulated in committee meetings reflect important "first-steps" for the community, and give direction to the process by focusing on devising/updating a land use plan, attraction of a developer, and marketing the city.

In addition to the committee recommendations, the CEDRAS project consultants would like to offer a few recommendations for consideration in future plans for Texas City economic development efforts. These suggestions are based on working thorough the committee processes, analysis of the data, and experience in economic development efforts. These are presented simply as a reminder of the importance of some of the areas, in addition to middle income resident attraction, which are paramount for consideration in Texas City.

1. Expansion of the port – which is under consideration – is a natural opportunity upon which Texas City could capitalize to take advantage of NAFTA opportunities, industry attraction and expansion, as well as, warehousing and redistribution opportunities.
2. Establishing a telecommuting facility would provide an avenue for job training and job creation, which are basic pillars of economic development. In addition, it would provide jobs close to home for Texas City residents. These jobs would be especially attractive to second wage earners, single parents, or divorced individuals. Job training will also be especially critical for low income workers to improve their standard of living, and for those making the transition from welfare to work. A telecommuting facility would also enhance business expansion into Texas City by allowing large companies to "spin-off" lower level functions out of the headquarters and into a smaller community which would have lower overhead costs. Strong partnerships between the community college, school district, business community and the city are paramount for success.
3. Another unique opportunity that Texas City should continue to pursue is the recycling of "superfund" sites for industrial expansion.
4. Attraction of middle income residents – plant managers and supervisors- will depend on Quality of Life issues being targeted in Texas City. These should include developing and marketing a safe environment, quality schools, family activities, and good jobs.
5. Residential development will require partnerships between the city and developers, and may require some initial infrastructure investments by the city, in order to reach

the goal of attracting middle class residents. Exploration of incentives should be a priority for the city.

6. An additional competitive advantage should be in the arena of good jobs and benefits for women as an important attraction factor in getting middle class residents to live and work in Texas City.
7. A focus on tourism through the development of a marina, an upscale RV park, shopping opportunities, restaurants, the Street of Memories and the downtown area.
8. Development of a focused marketing plan for Texas City will be an important step in reaching the economic development goals.
9. Review of the land use and transportation plans, and an inventory of sites would provide a strong basis for good planning efforts.

Texas City 2020

The Texas City 2020 committee met and developed a number of Economic Development related issues based on their discussions under the general category of Economic Development and Tourism. A comparison of findings from both the 2020 committee and the Economic Development Strategic Planning committee show a high correlation between the focus and goals resulting from the two processes. One specific area of correlation is in the area of education. Research shows that the number one reason that people choose to live in an area is the quality of the area's schools. Both committees recognize this fact and stressed the importance of contributions from the schools to the economic well-being of Texas City, and 2020 targeted as a top priority -- "A Universally Recognized Top Quality Education System." Texas City 2020 then established ten goals in this area and assigned responsibility to a greater Texas City-La Marque quality education committee which is to be composed of citizens, school district officials, and the College of the Mainland key executives. The responsibility for initiating this action was assigned to the Mayor's office for completion as soon as possible. The Economic Development committee also stressed the importance of linkages between the high schools and systems of higher education in a united effort to promote educational standards and train a competent workforce for tomorrow.

A second priority targeted by Texas City 2020 was that of a diversified economy. This objective focused on the Retention and Expansion of business, which was also one of the three primary targets (A) from the Economic Development committee. Texas City 2020 assigned responsibilities for retention efforts to the Economic Development Corporation in developing lines of communication with upper management of plants, assemblage of plant managers and union representatives as a pro active force in keeping plant operations in Texas City, and developing a support system for local service contractors. The Economic Development Corporation was also assigned responsibility for addressing formation of talented industrial teams, and a Youth Commission Campus Facility team to pursue aggressive recruitment efforts. Texas City 2020 also stressed the importance of an inventory of assets. This objective has already been undertaken by the Economic Development Corporation through their Economic Development strategic planning process. The Economic Development Strategic Plan also included a recommendation for a community assessment/inventory as part of the business/industry attraction target.

An additional objective identified by the 2020 committee in addressing the diversified economy goal was appropriately - identifying, classifying, protecting and utilizing the Wetlands areas. This was another subject that was considered important in discussions in the Economic Development committee meetings, although it was not one of the final goals as the planning process progressed and became more narrowly focused. The 2020 committee assigned this task to the City Planning Commission and Planning Department staff. Three immediate actions steps were recommended: 1) bringing in the Corps of Engineers into tighter collaboration on Texas City's Land Use Plan, 2) develop clarity on assured wetlands in the Land Use Plan, and 3) develop a user friendly system for clarifying the status of wetlands "in doubt" and proceeding through a mitigation process.

A third priority chosen by Texas City 2020 was an economy that attracts residents and higher income/skilled people. The Economic Development committee also identified this issue as part of their second target - Quality of Life Amenities (B), and both committees stressed the importance of a proactive targeted partnership strategy to address varied housing development. Texas City 2020 assigned responsibility for this objective jointly to the Texas City Housing Finance Agency, the Texas City Housing Planning Board, the Community Development Board and the City Commission, working in conjunction with the appropriate developers and realtors.

The 2020 team also identified developing telecommuting centers as a priority objective. This objective ties in with the Economic Development committee's third target - Telecommunication (C) which focuses on investing in the creation of systems that make family/work life connections better. The Texas City 2020 committee assigned responsibility in this area to the Texas City Independent School District, the LaMarque Independent School District, and the College of the Mainland (subject to their concurrence). One immediate action step that was suggested was to organize a coalition involving the school districts, College of the Mainland, and business and community leaders.

An additional objective Texas City 2020 considered important in attracting residents with higher incomes and skill levels was developing amenities and the arts. The Economic Development Committee had some discussions about their importance, and it correlates with the focus on - Quality of Life Amenities, although they were not specifically listed on the committee's top priority list. Texas City 2020 assigned responsibility for this objective to the Texas City Independent School District, the LaMarque Independent School District, and the College of the Mainland trustees (subject to their concurrence). Two recommendations for early action steps were organizing a working group of school districts, College of the Mainland community leaders to support arts education and development, and conducting a "benchmark" review of Highland Park, Texas.

A third goal chosen by 2020 was that of turning contaminated sites into productive properties. While this was not chosen as a specific goal by the Economic Development committee, they also had numerous discussions about the need for this action. The 2020 committee identified a key early objective for this goal as being the determination of the reuse feasibility of Superfund sites. The committee assigned responsibility for this action

to Clean Starts, Texas City and set three immediate action steps: 1) Make Tex-Tin a viable industrial property. It should be ready for development by 2001. 2) Make Malone a viable industrial property. This should take one year, and 3) Make Motco a landscape area. This will begin in the Spring of 1998, and require working with the Texas Department of Transportation.

I. THEORETICAL DEVELOPMENT

A. Distinctive Characteristics of Texas City

Texas City has many strong assets. These include a particularly strong economic base, which is built around the petrochemical industry, good educational institution capacity, and a strong health care industry. The city's main concerns center on an almost exclusive industrial reliance on the petrochemical industry, and also, that the managers and technical experts, of both the petrochemical and service industries, live outside of Texas City. As a result, the inner city life has experienced a decline in vitality. There has been a concerted effort to develop new retail opportunities, but they too, have developed on the outskirts of the city, and will remain, somewhat fragile, unless Texas City builds a stronger presence of middle class residents inside the city.

B. Vision

The city's vision emerged as one of having an improved revitalized core, with a diversifying base, heavily technical, but with increased local service industry employment, and increasing recognition as a good place to live near one's work. A strong foundation for the economy comes from a highly effective education stream, which provides skilled workers for an increasingly varied job market.

II. THREE PRIMARY TARGETS

A. Business/Industry Attraction

Texas City employers employ a highly skilled, technical workforce which should be an attraction to newly developing markets in science education products and systems, health care products, and home health care services. Part of the economic development focus of the city should be on recruiting and encouraging new business developments that target these areas. Efforts should be directed toward firms which could be the most successful in the Texas City area, and which can best take advantage of the community's resources. Attraction programs should focus on existing community strengths and particular local advantages and should target firms that can benefit from these advantages.

A community assessment/inventory might be advisable to assist the community in identifying its assets. A brochure or packet could be developed for industry and families. This would include areas such as:

- **Quality of Life** (climate, form of government, churches, medical/hospital facilities, housing, hotels/motels shopping facilities, restaurant/dining, media, cultural events, social organizations, recreation facilities).
- **Taxes** (property, sales tax, assessments, franchise tax, workmen's compensation, local tax revenue per capita).
- **Electric Power** (name of companies serving area, local rate schedule, size of transmission line, plans for expansion or improvements).
- **Gas** (local rate schedule, size of transmission line and pressure, other fuels available for industrial use, plans for expansion or improvement).
- **Sewage** (type and capacity of treatment plant, rate schedule for residential, commercial and industrial, both in and outside the city, garbage and trash collection schedules).
- **Water** (treating capacity, size and pressure of largest water main, water storage capacity, source of water).
- **Telephone Service** (Name of company serving the area, long distance carrier, number of connections, fiber optic capability).
- **Transportation** – transportation is extremely important to most manufacturers and may be a major factor in determining the company's profit margin (railroads, trucking service, air transportation, water transportation, bus service, taxi, highways and streets, pipe line service.)
- **Labor** – industry cannot be convinced that adequate labor exists unless labor statistics can verify the labor availability (population totals, labor supply, unions, wages and fringe benefits, practices- trend setters, chart of list of companies, products manufactured, approximate # of employees, union affiliation).
- **Resources and Services** – an industry is not considered self-sufficient regardless of its type. The industrialist must determine what goods and services may be purchased locally or within a reasonable distance (natural resources, raw materials, services that will aid industry).
- **Financing** – the community's ability to provide adequate industrial financing may make the difference where a plant will locate (local financing institutions, area financing, and government financing programs).
- **Sites, Buildings, Construction, and Insurance** - up to date information must be available on industrial sites on which an industry can build including local construction costs. In addition, an inventory of existing buildings, list of local and area builders, cost per square foot of various types of construction, and construction time. Insurance rates, requirements and names of agencies are also important pieces of information).

B. Quality of Life Amenities

Texas City also needs to concentrate economic development efforts on businesses that create the critical quality of life amenities desired by middle class residents, in order to successfully attract and retain the employees of its current and future technical businesses as residents. These include investments in quality home/community developments, focusing on development of high quality seaside features such as, a new marina, and recreational and ecologically sound tourist industries that take full advantage of natural amenities. Restoration of historic areas and development of recreational/service businesses that encourage the use of the bay front should also be targeted. Recreational access and well-placed infrastructure must also be developed.

Quality of schools. Research also shows that the number one reason that people choose to live in an area is the "quality of the area's schools." Texas City must continue to make their educational systems and job training efforts a top priority. Linkages between the high schools and systems of higher education must continue to evolve, and an exploration of special magnet schools would be productive. A curriculum that offers specialized skills could be developed through partnering with local industries, whereby, students who are non-college bound would focus on acquiring those blue collar technical skills needed in local industries, while those college-bound students would concentrate on acquiring the education for white collar jobs in local industries. This approach would be a win-win situation with local industry getting the future workers it will need, and students being able to remain in the area, while adding additional family housing, jobs and growth to the economy. As a part of its program, the economic development team can work with local businesses and vocational schools to ascertain the job skills that will be needed and to develop the appropriate training programs.

Many industries want an industrial start-up training program to train employees prior to opening a plant. Several pieces of important information need to be available. These include charts to show number, enrollment and number of teachers in all levels of schools, from elementary through Junior College and Vocational/Technical. Information on special school programs such as kindergarten, nurseries, adult education classes, and special education also need to be available.

Housing. Another important quality of life issue that prospective employers look at in communities is the availability of housing. Poor housing is often associated with crime and other social problems. If the supply of new housing is not adequate to meet growth needs, it may be necessary to rethink and remove some existing obstacles, or for the city to commit to encouraging housing developers to consider building the level of housing to be targeted. If developers are not willing to take the risks involved with the needed development projects, the city might need to commit to making some basic public investments in some of the things developers usually provide. (i.e. streets, sidewalks, streetlights, etc.). There is a definite need for consideration of a proactive targeted partnership strategy to get middle class housing built. This may

require some incentives from the city.

A reasonable approach for housing considerations would include:

- Establishing a housing advisory group to study the community's housing needs.
- Developing community housing programs based on the housing needs survey
- Insuring that the community's zoning ordinance provides for a variety of housing types.
- Establishing a program to encourage housing maintenance and neighborhood beautification and revitalization.

Basic Health Services. In targeting managers and supervisors to live in Texas City, it might be wise to emphasize the existing health care facilities such as dental, hospital, and medical care capabilities and effectiveness, and the convenience of access from different areas of the city.

Water & Sewage Disposal. Both water and sewage disposal systems are key elements for upscale housing development and need key consideration as to their availability for potential housing development sites. The ambulance services response time would be another important piece of information to emphasize as a positive for prospective employers and residents.

Safety. The performance of the fire and police departments is another important consideration for businesses and families when looking at a community. Based on community discussions, the fire and police services seem to be operating effectively. However, a safety concern exists relative to disasters, and a heightened security consideration should be given to "soft profiling" of the polished disaster measures which have been taken and the procedures in place.

Security. Low crime is an attractive draw for a community. Emphasis should be placed on active neighborhood associations and continued approaches for building comfortable neighborhood organizations, which focus on the positive, while giving assurance of security and low crime.

C. Telecommunication

The third target focuses on investing in the creation of systems that make family/work life connections better. The greater Houston area has been built primarily on an economy that depends on commuting. As such economies mature, interest develops in options that can minimize commuter problems. A strong competitive advantage could be developed in Texas City by creating one or more telecommuting centers inside the city. Studies have shown that telecommuting workers are 30-35% more productive than workers who come to a central office every day. The greatest efficiency for the telecommuting worker is not working from home, but working from a telecommuting center five minutes from home. In recent experiments, telecommuting centers have been shown to have the potential to anchor "tele-villages" with a large number of service businesses grouped around the

telecommuting center.

The telecommuting center could be linked to the schools and to the college in a manner that encourages local residents to be trained in computer skills, and then be employed five minutes away from home (within walking distance). This in turn, creates the environment for improved family life, with the added benefit of at least one parent not needing to be far away from the children at daycare or school facilities.

Telecommuting centers are useful for both large businesses, for back office functions, like medical centers, and small businesses for service assistance. The centers could provide an upgrading option for families now living in Texas City, and an encouragement to middle class families now living outside the city to move inside for a better lifestyle options.

Recent studies of worker performance have supported the research on high worker productivity and have shown that for many kinds of "back-office" functions for businesses, these telecommuting workers are also 30-35% more productive than workers who commute into the office everyday. Such workers do things like data entry for hospital clinical records or order schedules, inventories and transportation assignments- for all kinds of goods and services.

For people who have tried telecommuting from home, most are aware of some of the problems. Sometimes the personal computer gets a virus, or the modem breaks down, or a friend stops by the house to visit. A telecommuting center solves the problems by providing a work atmosphere, repair availability, and standby equipment.

Another obstacle to establishing telecommuting centers has come from human resource managers who, until recently, did not like the idea of not being able to "see" their workforce. Recent developments in computer technology, the cost of security at corporate offices, and changing workforce demands, relative to things like child care, have caused companies to change their minds and embrace the telecommuting concept.

Telecommuting centers are moving quickly in the suburbs. However, in the inner cities, where the unemployment and underemployment are most severe, the concept has not taken hold—until recently. Studies show that inner city residents are the least likely to have reliable transportation to conventional job sites and the most likely to have problems regarding child-care or home emergencies.

Another key advantage to bringing telecommuting sites to inner city neighborhoods, is the great need for "anchors" to generate the attraction for other types of small businesses. Although suburban telecommuting sites are generating "tele-villages" with all kinds of convenience services, inner cities also desperately need those services, as well as, the opportunity for jobs that can support a family.

Bringing telecommuting into the inner cities requires a building with computer work stations, an on-site instruction program to provide basic computer skills (which eventually open up the options for distance learning), and agreements with employers to hire the people trained and let them work at the location where they were trained (five minutes from home). That concept is now coming to reality in Southeast Fort Worth through the entrepreneurial leadership of Tarrant County Community College.

III. Cross-hairs Targeting – Leading Occupations of the Texas City Economy as Industry Targets

The following tables illustrate application of the use of the cross-hairs technique in highlighting some of the leading occupations of the Texas City area economy.

Table 1: Occupational-Functional Profile of Texas City including “Ring,” 1990.

| Occupations | Number Employed | Number per Thousand Workers | Percent of U.S. Average | Number Above/Below Pro Rata Share |
|---------------------------------|------------------------|------------------------------------|--------------------------------|--|
| Aerospace Engineers | 666 | 9.03 | 420 | 508 |
| Chemical Engineers | 441 | 5.98 | 1075 | 400 |
| Chem. Engin. Technicians | 334 | 4.53 | 683 | 285 |
| Health tech. Nec. | 377 | 5.11 | 194 | 183 |
| Electrical Engineers | 451 | 6.11 | 151 | 153 |
| Operations & Systems Research | 309 | 4.19 | 192 | 148 |
| Engineers, not elsewhere class. | 351 | 4.76 | 161 | 133 |
| Chemists | 215 | 2.91 | 239 | 125 |
| Civil Engineers | 282 | 3.83 | 175 | 121 |
| Electrical Engin. Tech. | 328 | 4.45 | 128 | 72 |
| Engineering Tech. Nec | 222 | 3.01 | 145 | 69 |
| Computer Sci. | 365 | 4.95 | 121 | 64 |
| Clinical Lab. Tech. | 266 | 3.61 | 126 | 56 |
| Managers, Purchasing | 125 | 1.69 | 162 | 48 |

| | | | | |
|-------------------------|-----|------|-----|----|
| Managers Medicine | 197 | 2.67 | 132 | 48 |
| Surveying Medicine | 102 | 1.38 | 172 | 43 |
| Mechanical Engineers | 142 | 1.92 | 120 | 23 |
| Physical Scientists | 33 | .45 | 275 | 21 |
| Geologists | 55 | .75 | 162 | 21 |

Array of occupations in which the local percent of the national average is 120 or higher and in which the number of workers over the local pro rata share is 25 or more.

*Galveston County minus the city of Galveston.

Education and Skill as the Bridge to Industrial Redevelopment.

One of the major uses of a table that identifies the principal occupations of a local economy is to identify the skills that can be used to attract industries that are not in town. For example, the Texas City – Ring economy has ten times its pro rata share of chemical engineers – that is, roughly 400 of its 441 workers with that education and skill. The question becomes - what other industries make heavy use of that skill?

Listed below are 12 industries that might be most interested in the fact that the Greater Texas City area has a very deep labor pool of chemical engineers. The industries are arrayed by the proportion of total employment that are chemical engineers, using first the 1980 data, from which this approach was first contrived. Alternatively, these same industries could have been arrayed by the absolute number of chemical engineers, to emphasize the degree (spectrum) of choice across the local workforce.

The absolute number of chemical engineers for 1990 has been added for 1990 as a step toward converting this absolute value into a relative number. To manipulate the 1990 data, we need to get the relevant total employment figures for each of these detailed industries from the Census. (See footnote to the table). However, the remarkable similarity between the 1980 and 1990 list of industries suggests that this table will serve our purposes for targeting.

Even a most cursory inspection of the tables show projected rates of employment growth revealing that there are few manufacturing industries that are expected to add workers on net over the next decade or so. The development strategist will note from more complete background data that the projected near-zero, or negative rate of employment growth in manufacturing is not just a product of the foreign out-sourcing of jobs. Equally important is a projected increase in labor productivity that matches or exceeds the projected growth in physical output.

However, drug products manufacturing, with one of the few positive employment growth rates (1.1 percent per year) may invite some local interest because that industry uses significant numbers of chemical engineers and electrical engineers that are available

locally in more than pro rata shares. Moreover, the drug industry is a moderately large user of operations and systems analysts (mathematical scientists) and this skill is available locally in almost twice the area's pro rata share. But, the national employment growth rates in manufacturing are not especially promising.

Table 2: Industries that were major employers of chemical engineers in 1980 and 1990.

| Industry | Number Employed 1980 | % of Industry Total Employment 1980 | Number Employed 1990 |
|---|----------------------|-------------------------------------|----------------------|
| Industrial & misc. chemicals | 19,742 | 3.56 | 23,257 |
| Plastics, synthetics and resins | 5,491 | 2.35 | 5,654 |
| Agricultural chemicals | 1,473 | 2.16 | 912 |
| Petroleum refining | 3,844 | 2.08 | 3,693 |
| Drugs | | | |
| Paints, varnishes and related products | 855 | 1.12 | 805 |
| Soaps and cosmetics | 1,485 | 1.11 | 1,956 |
| Other rubber and plastics footwear | 1,078 | .75 | 730 |
| Tires and inner tubes | 247 | .50 | 1,034 |
| Other petroleum and coal | 138 | .45 | 121 |
| Photographic equipment and supplies | 549 | .39 | 375 |
| Misc. plastics products | 1,139 | .25 | 1,195 |

Source: Derived from the U.S. Census of Population, 1980 and 1990 CD-ROM.

Table 3: Annual rate of growth in employment, 1992-2005, of major users of electrical and electronic engineers, as projected by the Bureau of Labor Statistics in their "moderate scenario," 1994.

| Industry | Class Standard Industrial. Code (SIC) | Employment, 1992 in Thousands | Projected Annual Rate of Growth |
|--|---------------------------------------|-------------------------------|---------------------------------|
| Industrial and misc. chemicals | 281 & 286 | 290 | -1.0 |
| Plastics, synthetics and resins | 282 | 173 | -0.7 |
| Agricultural chemicals | 287 | 58 | -2.0 |
| Petroleum refining | 291 | 120 | -2.0 |
| Drugs | 283 | 256 | 1.1 |
| Paints, varnishes and related products | 285 | 58 | -0.4 |
| Soaps and cosmetics | 284 | 154 | 0.7 |
| Other rubber and plastic footwear | 302, 5, 6 | 171 | -0.6 |
| Tires and inner tubes | 301 | 82 | -1.8 |
| Other petroleum and coal | 295, 9 | 39 | -0.5 |
| Photographic equipment and supplies | 386 | 95 | -3.2 |
| Misc. plastics products | 308 | 619 | 2.4 |

The American Work Force: 1992-2005, U.S. Department of Labor, Bureau of Labor Statistics, U.S.G.P.O., Bulletin 2452, April 1994, Table 5, pp.50-54.

Table 4: Industries that were major employers of aerospace engineers in 1980 and 1990.

| Industry | Number Employed 1980 | % Total Employed | Number Employed 1990 |
|--|----------------------|------------------|----------------------|
| Radio, TV and communication equipment | 28,679 | 14.30 | 65,026 |
| Aircraft and parts, | 45,002 | 7.20 | 60,928 |
| Air transportation | 1,262 | .24 | 1,856 |
| Scientific and controlling instruments | 403 | .17 | 313 |
| Engin., archit, and | 883 | .16 | 979 |

| | | | |
|---------------------------------------|-----|-----|-----|
| surveying services | | | |
| Ordnance | 95 | .11 | 125 |
| Radio, TV and communication equipment | 639 | .11 | 628 |

Source: 1980 and 1990 Census data.

Table 5: Industries that were major employers of electrical and electronic engineers in 1980 and 1990.

| Industry | Number Employed 1980 | % Total Employed | Number Employed 1990 |
|--|----------------------|------------------|----------------------|
| Radio, TV and communication equipment | 36,035 | 6.09 | 34,356 |
| Not specified elect. mach. equip, and supplies | 8,509 | 5.13 | 21,829 |
| Guided missiles, space vehicles and parts | 9,342 | 4.66 | 6,885 |
| Electrical mach., equip. and supplies | 52,441 | 4.17 | 60,090 |
| Electronic computing equipment | 14,879 | 3.47 | 30,395 |
| Office/accounting machines | 2,630 | 2.62 | 1,707 |
| Scientific/controlling instruments | 5,361 | 2.28 | 8,708 |

Source: The American Work Force, 1992-2005. U.S. Department of Labor, Bureau of Labor Statistics, U.S.G.P.O., Bulletin 2452, Table 5, pp. 50-54.

Table 6: Annual rate of growth in employment, 1992-2005, of major users of electrical and electronic engineers, as projected by the Bureau of Labor Statistics in their moderate scenario, 1994.

| Industry | Standard Industrial Classification | Employment, 1992 (thousands) | Projected annual rate of growth |
|------------------------------------|------------------------------------|------------------------------|---------------------------------|
| Radio, TV, and Comm. Equip. | 365 | 82 | -2.1 |
| Not specified electrical machinery | 3692, 5, 9 | 62 | -1.8 |

| | | | |
|---|------------|-------|------|
| Guided missiles, space vehicles | 3761 | 105 | -2.8 |
| Elect.mach., equip. and splys (elect. indust) | 362 | 158 | -2.1 |
| Electronic computing equip. | 36 | 1,526 | -0.9 |
| Office/accounting equipment | NA | NA | NA |
| Scientific/Controlling instruments | 382, 387 | 300 | -1.2 |
| Aircraft | 3721 | 332 | -0.7 |
| Aircraft/missile engineers | 3724, 3764 | 149 | -0.2 |
| Aircraft/missile part/equipment | 3728, 3769 | 170 | 3.2 |
| Household appliances | 363 | 94 | -1.6 |
| Photographic equipment/and supplies | 386 | 20 | -2.1 |
| Ordnance (small arms/ ammunition) | 3482, 3489 | 46 | -4.0 |
| Optical/health supplies/goods | 38 | 40 | 0.4 |
| Ship building | 3731 | 124 | -3.6 |
| Boat building | 3732 | 45 | 2.0 |

Source: The American Work Force: 1992-2005, U.S. Department of Labor, Bureau of Labor Statistics, U.S.G.P.O., Bulletin 2452, April 1994, Table 5, pp. 50-54.

Table 7: Occupational Profile of Texas City and "Ring," 1990.

| All Occupations | Number Employed | % Total Employment | % U.S. Average | Number above/below pro rata share |
|-------------------------|-----------------|--------------------|----------------|-----------------------------------|
| All Occupations | 737,81 | 100 | | |
| Executives and Managers | | | | |
| Financial | 375 | 0.508 | 92 | -31 |
| Personnel | 188 | 0.255 | 107 | 12 |
| Purchasing | 125 | 0.169 | 162 | 48 |
| Marketing | 292 | 0.396 | 75 | -96 |
| Educational | 354 | 0.480 | 89 | -44 |
| Medicine | 197 | 0.287 | 132 | 48 |

| | | | | |
|--------------------------------|-----|-------|------|-----|
| Engineers | | | | |
| Architects | 28 | 0.035 | 28 | -74 |
| Aerospace | 666 | 0.903 | 420 | 508 |
| Metallurgical | 9 | 0.012 | 73 | -3 |
| Mining | 2 | 0.003 | 48 | -2 |
| Petroleum | 43 | 0.058 | 274 | 27 |
| Chemical | 441 | 0.598 | 1075 | 400 |
| Nuclear | 0 | 0.000 | 0 | -7 |
| Civil Engineers | 282 | 0.382 | 175 | 121 |
| Agricultural | 0 | 0.000 | 0 | -1 |
| Electrical | 451 | 0.611 | 151 | 153 |
| Industrial | 116 | 0.157 | 103 | 4 |
| Mechanical | 142 | 0.192 | 120 | 23 |
| Marine | 33 | 0.045 | 390 | 25 |
| Eng. Specialty | 351 | 0.476 | 161 | 133 |
| Surveyors | 9 | 0.012 | 124 | 2 |
| Natural Scientists | | | | |
| Physicists | 5 | 0.007 | 28 | -13 |
| Chemists | 215 | 0.291 | 239 | 125 |
| Atmospheric and space | 22 | 0.030 | 413 | 17 |
| Geologists | 55 | 0.075 | 162 | 21 |
| Agricultural Sci. | 31 | 0.042 | 140 | 9 |
| Biologists | 47 | 0.064 | 119 | 7 |
| Forestry | 9 | 0.012 | 41 | -13 |
| Medical | 22 | 0.030 | 125 | 4 |
| Mathematical Scientists | | | | |
| Computer Sci. | 385 | 0.495 | 121 | 84 |
| Operations Research | 309 | 0.419 | 192 | 148 |
| Actuaries | 30 | 0.041 | 251 | 18 |
| Statisticians | 33 | 0.045 | 162 | 13 |
| Math. Sci. | 0 | 0.000 | 0 | -4 |
| Other Professional | | | | |
| Authors | 40 | 0.054 | 59 | -28 |
| Technical Writers | 36 | 0.049 | 76 | -11 |
| Designers | 394 | 0.534 | 104 | 13 |
| Librarians | 174 | 0.236 | 136 | 48 |
| Engineering Technicians | | | | |

| | | | | |
|-------------------------------------|-----|-------|-----|-----|
| Electrical Eng. Tech. | 328 | 0.445 | 128 | 72 |
| Industrial Eng. Tech. | 0 | 0.000 | 0 | -10 |
| Mechanical Eng. Tech. | 24 | 0.033 | 125 | 5 |
| Engineering Tech. | 222 | 0.301 | 145 | 69 |
| Drafting Tech. | 235 | 0.319 | 113 | 28 |
| Surveying Tech. | 102 | 0.138 | 172 | 43 |
| Natural Science Technologies | | | | |
| Biological Science Tech. | 12 | 0.016 | 33 | -24 |
| Chemical Eng. Tech. | 334 | 0.453 | 683 | 285 |
| Science Tech. | 44 | 0.060 | 91 | -4 |
| Clinical Lab. Tech. | 266 | 0.361 | 126 | 58 |
| Radiology Tech. | 83 | 0.112 | 100 | 0 |
| Health Tech. | 377 | 0.511 | 194 | 183 |

Galveston County minus the City of Galveston

*Galveston County minus the City of Galveston

Table 8: Texas City - Back office Occupations

| Occupation | Texas City + Ring | % of Total | Texas City + Ring U.S. =100 |
|----------------------------------|-------------------|------------|-----------------------------|
| Computer Equipment Operator | 451 | 0.611 | 107 |
| Computer | 0 | 0.000 | 0.0 |
| Records Processing, Order Clerks | 65 | 0.088 | 44 |
| Personnel Clerks | 89 | 0.094 | 133 |
| File Clerks | 181 | 0.245 | 105 |
| Records Clerks | 135 | 0.183 | 153 |
| Bookkeepers, acct. audit clerks | 1045 | 1.416 | 85 |
| Payroll/ timekeeping clerks | 107 | 0.145 | 93 |
| Billing Clerks | 56 | 0.076 | 52 |

| | | | |
|---|-----|-------|------|
| Cost and rate clerks | 32 | 0.043 | 64 |
| Billing, post, & cal. Machine operator | 10 | 0.014 | 29 |
| Duplicating machine operators | 0 | 0.000 | 0.0 |
| Mail preparing and paper handling machine | 0 | 0.000 | 0.0 |
| Office machine operators | 12 | 0.016 | 54 |
| Telephone operators | 303 | 0.411 | 203 |
| Commun. Equip. Operator | 0 | 0.000 | 0.0 |
| Postal Clerks, Exc. Mail Carriers | 142 | 0.192 | 63 |
| General office clerks | 980 | 1.328 | 396 |
| Data Entry Keyers | 221 | 0.300 | 54 |
| Statistical Clerks | 103 | 0.140 | 108 |
| Administrative support | 538 | 0.729 | 122 |
| Captains/officers & fishing vessels | 22 | 0.030 | 544 |
| Fishers | 214 | 0.290 | 643 |
| Stationary Engineers | 118 | 0.160 | 114 |
| Misc. plant and systems operation | 529 | 0.717 | 1546 |

III. TEXAS CITY AS A SET OF LABOR SUB-MARKETS

Texas City is only part of the Galveston County economy, and even Galveston County is no longer a fully free-standing economy. In fact, since 1990, Galveston County data has been reported by the Census both as a primary local labor market and as an integral part of the Houston-Galveston-Brazoria consolidated metropolitan area. This implies that an analysis of the Texas City local economy must consider the substantial amounts of in and out commuting to nearby political jurisdictions.

This realization leads the researchers to the assumption that there are at least three identifiable labor sub-markets; the Texas City central city, the central city of Galveston, separated out by the bridge, and the remainder of Galveston County which is referred to here as the Texas City "Ring." While the Census does not officially recognize the "Ring," we can separate out data for that area by subtracting the Texas City and the City

of Galveston data from the County data. Workers commute both ways between each of the three entities and that is the very nature of the labor "sub-market."

The operational value of this three-way definition of Galveston County is that the analyst is reminded that the development strategy of each part is affected by what is happening and is being planned for the other two, as well as, by the economic trends and policy for the Houston economy. The economic development of Houston is both a constraint (i.e., has a "shadow effect") and an opportunity (as nearby jobs and customers) in framing the development strategy for Texas City.

In a recent study of the six-county economy on the southwestern border of Tarrant County, thinking in terms of labor sub-markets, helps us to see the importance of land use and transportation planning as an instrument of local economic development. The spatial pattern of employment and income of, and land use and transportation planning in this extended local labor market should become an integral part of local development policy and planning, and be closely integrated into the local targeting strategy.

A. Local Growth Rates

While prescription is perhaps the highest order of business, it is not usually the best first order of business. Diagnosis should precede prescription. Because local economy development policy and planning tends to emphasize (even over-emphasize) faster local growth – more jobs – it is appropriate to begin by asking: is the local rate of growth a local problem?

If we define the Texas City economy as the City plus the "Ring", we see that this labor sub-market grew at over three times the national average rate in population growth until 1970. That rate has since diminished modestly to the point where local growth was "only" a little over one-and-one-half times the average rate through the 1980's. It would be hard to argue that this has been a long-time, slow-growth economy.

Table 9: Percent change in population for Texas City and selected nearby places 1950-90.

| Years | Texas City | Texas City "Ring" | Texas City plus "Ring" | Galveston County | U.S. Average |
|---------|------------|-------------------|------------------------|------------------|--------------|
| 1940-50 | 189.1 | | | 39.3 | 14.45 |
| 1950-60 | 92.9 | 37.6 | 58.5 | 24.1 | 18.50 |
| 1960-70 | 21.3 | 68.1 | 47.6 | 21.0 | 13.32 |
| 1970-80 | 6.4 | 34.0 | 24.1 | 15.4 | 11.45 |
| 1980-90 | -1.3 | 26.8 | 18.1 | 11.1 | 9.79 |

Index of growth (U.S. = 100)

| Year | Texas City | Texas City "Ring" | Texas City plus "Ring" | Galveston County |
|---------|------------|-------------------|------------------------|------------------|
| 1940-50 | 1309 | | | 272 |
| 1950-60 | 502 | 203 | 316 | 130 |

| | | | | |
|---------|--------|-----|-----|-----|
| 1960-70 | 160 | 511 | 357 | 158 |
| 1970-80 | 56 | 297 | 210 | 135 |
| 1980-90 | Depop. | 274 | 163 | 113 |

Central city, Texas City, shows a rapid deceleration in population growth from a wartime rate that was over ten-fold average to only twice the national average rate in the 1960's. This central city continued to slow in growth of population to only one-half the average rate in the 1970's, and then continued into a small depopulation between 1980 and 1990. However, this is the typical central city pattern: as an inner ring gets built up and ages, it eventually depopulates, preparatory to repopulating. Moreover, the Ring has behaved like a typical suburb, running at twice to five times the national average rate of population growth, as housing spread into the suburbs, both westward from Texas City and southward from Houston.

The fact that this population growth pattern is typical for this period does not diminish the typical central city problems that come out of the "concentric zone" pattern of land use: rapid growth on the edge, with hollowing out in the aging center.

A. Managerial Jobs for Women

It is worth noting at this point that many Texas development planners have identified the health care industry in general and the biological sciences in particular as a major focus for their efforts. We pointed out in a memorandum that followed-up of EDA sponsored study of the Fort Worth-Arlington economy (September 1995) that to do so they would have to overcome the hurdle of weak national standing in the biological and medical sciences. A high priority should be given to the evaluation of Houston in biological and medical sciences and to opportunities for Galveston County to link up with this growth industry.

The home health care subdivision of the health services industry is projected to be one of the fastest growing components. Home health care, as an economy measure, will probably not only escape the pressure of the budget cuts forecast for health services in general, but probably benefit from them. In addition to being a fast-growing field, health services are especially open to female managers, with in fact, more female than male managers, as shown in the table below.

Table 10: The 1990 U.S. Census of Population Reports, for the U.S. economy as a whole.

| | Employment of males | Employment of females | Females per 100 males |
|--|---------------------|-----------------------|-----------------------|
| Medicine and health managers | 78,099 | 155,522 | 199 |
| Financial managers | 343,630 | 292,281 | 85 |
| Marketing, advertising and PR managers | 415,411 | 193,698 | 47 |

| | | | |
|------------------------|---------|---------|-----|
| Biological technicians | 32,467 | 24,256 | 75 |
| Chemical technicians | 57,700 | 18,939 | 33 |
| Computer scientists | 326,831 | 144,459 | 44 |
| Statisticians | 15,744 | 16,108 | 102 |

Finally, it is noted that, although a second earner in the household has become the leading way of raising family income, everyplace is fast approaching a ceiling in that overall rate. We see better jobs for females as one of the few new windows of opportunity through which to raise family income levels. It is argued that managerial training in the health services field and in home health care in particular, deserves a high priority for new programs (targets) in vocational education for continuing education of adults as well as, graduating high school students. In economic development planning policymakers will need to become ever more aware of local opportunities for women in the managerial and professional occupations.

B. Relative Level of Education - the Heart of the Matter. In other background research, we have found that the percent of persons 25 years old and over who have completed high school statistically "explains" from one-quarter to one-half of the variation in median family income between the many counties and metro areas within a given state. However, through the postwar period, the influence of high school education has shown declining explanatory power, as a high school education has become almost universal as another variable that doesn't matter very much. College education has now become the distinguishing indicator and controlling income determinant among metropolitan areas and will soon achieve that same distinction among non-metropolitan areas.

The variation in the proportion of the population 25 years old and over who have completed 4 or more years of college rose rapidly from no correlation with median family income level in 1950 (every place had teachers and lawyers and doctors) to a forty percent association in 1990. College completion rates rose to surpass high school education as a local income determinant in the 1970's. This has placed college completion about equal with female labor force participation, in a virtual tie for the leading role in income determination.

The high school (mass) education is still useful in that it tells businessmen looking for a new plant site much about the quality of the local labor force, especially if the work calls for at least semi-skilled labor, and calls for continuing education. In a very complementary way, we accord to our index of college education a very special role: insight into the power of the local economy to adapt to change and to produce new economic bases as times change. The tables below show that Texas City is losing that adaptive power.

Table 11: Percent of population 25 years old and over that have completed high school, for Texas City and adjoining areas, 1950-1990.

| Year | Texas City | Texas City Suburbs | Galveston | Galveston County | U.S. Average |
|------|------------|--------------------|-----------|------------------|--------------|
| 1950 | 37.8 | 31.7 | 30.4 | 31.8 | 33.39 |
| 1960 | 44.4 | 43.0 | 33.0 | 38.2 | 41.05 |
| 1970 | 45.1 | 53.3 | 39.9 | 45.9 | 52.34 |
| 1980 | 63.1 | 69.8 | 60.2 | 65.3 | 66.47 |
| 1990 | 71.4 | 80.2 | 70.0 | 75.8 | 75.20 |

Index of High School Completion (U.S. = 100)

| | | | | | |
|------|-------|-------|------|-------|--|
| 1950 | 113.2 | 94.9 | 91.0 | 95.2 | |
| 1960 | 108.2 | 104.8 | 80.4 | 93.1 | |
| 1970 | 86.2 | 99.7 | 76.2 | 87.8 | |
| 1980 | 94.9 | 105.0 | 90.6 | 98.2 | |
| 1990 | 94.9 | 105.8 | 93.1 | 100.8 | |

While the proportion of the Texas City population who have completed high school has risen steadily, it has fallen relative to the even-faster-rising national average. Texas City fell from 13 percent above average in 1950 to 6 percent below in 1990. The Texas City Ring has generally held a slightly higher than average position since 1960.

The high school completion rates do not reveal the full extent of the lag in education in Texas City. The average college completion rate for Texas City has risen so slowly that the City has fallen dramatically from 31 percent above the national average to less than half the national average. The Texas City Ring has oscillated around the national average but has generally held parity. Apparently, the paramount "development problem" of Texas City is human resource development in the face of the aging of and the flows of migration into and out of the central city.

Table 12: Total years of college, for Texas City and adjoining areas, 1950-1990.

| Years | Texas City | Texas City "Ring" | City of Galveston | Galveston County | U.S. Avg. |
|-------|------------|-------------------|-------------------|------------------|-----------|
| 1950 | 7.91 | 4.92 | 5.95 | 5.98 | 6.04 |
| 1960 | 8.31 | 7.68 | 6.75 | 7.38 | 7.67 |
| 1970 | 8.10 | 12.2 | 9.8 | 10.4 | 10.66 |
| 1980 | 10.2 | 16.0 | 17.91 | 15.4 | 16.23 |
| 1990 | 9.9 | 21.5 | 21.1 | 19.3 | 20.30 |

Index of College Completion Rates (U.S =100)

| | | | | |
|------|-------|-------|-------|------|
| 1950 | 131.0 | 81.5 | 98.5 | 99.0 |
| 1960 | 108.3 | 100.1 | 88.0 | 96.2 |
| 1970 | 76.0 | 114.4 | 91.9 | 97.6 |
| 1980 | 62.8 | 98.6 | 110.3 | 94.9 |
| 1990 | 48.8 | 106.9 | 103.9 | 95.1 |

Local economic development strategists would do well to identify, clearly, two objectives. First, they need to raise the basic education and on-the-job skills of the full local labor force of the central city and the ring, and secondly, address the spatial problem of a central city population that will not necessarily be lifted by an overall improvement of the broader local labor market. In background statistical work, covering the full country over the full postwar period, we have found that a rising median family income has become, less and less, correlated with a reduction in the local family poverty rate. This is probably an unfavorable side effect of the global economy – a global labor market that includes very large numbers of dollar-an-hour workers.

B. Median family Income is the First, Best Index of Development.

Table 13: Median Family Income in and around Texas City, Texas, 1950-1990.

| Years | Index (U.S. = 100) | | | | | | |
|-------|--------------------|------------|--------------|-----------|------------|------------|--------------|
| | Texas City | Galv. City | Galv. County | U.S. Avg. | Texas City | Galv. City | Galv. County |
| 1950 | 3,836 | 3,112 | 3,342 | 3,073 | 124.8 | 101.3 | 108.8 |
| 1960 | 6,101 | 4,698 | 5,375 | 5,657 | 107.8 | 83.0 | 95.8 |
| 1970 | 10,239 | 8,003 | 9,778 | 9,590 | 106.8 | 83.5 | 102.0 |
| 1980 | 23,774 | 18,118 | 22,871 | 19,917 | 119.4 | 91.0 | 114.8 |
| 1990 | 30,689 | 25,559 | 35,403 | 35,225 | 87.1 | 72.6 | 100.5 |

Source: Derived from the Texas State and U.S. Summary volumes of the U.S. Decennial Census of Population, 1950-1990.

Census figures on the percent of families living in poverty can serve more than one purpose. In addition to being a second index of income level, and a key index of the distribution of income, the poverty index becomes a rough, local public fiscal measure, especially when complemented by a house value (property tax base) index. The family

poverty rate acts on both the revenue and expenditure sides of the local public budget: the poor pay less in taxes and need more in expensive public services.

Texas City did not show the typical pattern of central city poverty until 1990, at which time, it reported a family poverty rate 46 percent above average. Because the City was in the early years of building through the 1980's, it was not burdened with the usual high and rising proportion of old houses. Nor was it depressed by the typical "external diseconomies" of aging and deteriorating structures, at least until 1990.

Table 14: Proportion of families in poverty in and around Texas City, Texas 1950-1990.

| Years | Texas City | Galv. City | Galv. County | U.S. Avg. | Index (U.S. =100) | | |
|-------|------------|------------|--------------|-----------|-------------------|------------|--------------|
| | | | | | Texas City | Galv. City | Galv. County |
| 1950 | 17.2 | 28.0 | 24.3 | 29.24 | 58.8 | 95.8 | 83.1 |
| 1960 | 18.7 | 27.8 | 23.2 | 21.38 | 87.5 | 130.0 | 108.5 |
| 1970 | 9.4 | 15.6 | 11.1 | 10.67 | 88.1 | 146.2 | 104.1 |
| 1980 | 8.0 | 11.9 | 13.9 | 9.6 | 83.3 | 124.0 | 144.8 |
| 1990 | 14.6 | 20.0 | 12.5 | 10.0 | 146.0 | 200.0 | 125.0 |

C. Housing in Texas City

Table 15: Aging of Housing in Texas City, 1950-1990.

| Year | Number of Households Reporting | Number of Houses Build in Preceding 10 Years | "New" Housing as Percent of Total Housing Stock |
|------|--------------------------------|--|---|
| 1950 | 5,425 | 3,750 | 69.1 |
| 1960 | 10,257 | 4,518 | 44.0 |
| 1970 | 12,102 | 2,940 | 24.3 |
| 1980 | 14,991 | 3,172 | 21.2 |
| 1990 | | | 18.0 |

For example, half of the City of Detroit was built during the automobile industry boom years of the 1920's, and so it began the postwar period of rapid depopulating in the 1950's, partly due to the fact that it was nearly fully built with 30 to 40 year old housing. In that case, Detroit was middle-aged and destined to live with older housing that still had 40 to 50 years of useful life left. Depopulation for another three or four decades was inevitable, but never publicly admitted. Texas City is now approaching the city planning dilemma that Detroit faced in the 1950's. Texas City is newer and has at this point in time, less of an "aging problem" than was characteristic of the cities of the East and Midwest in 1950, but everything ages and may or may not recycle easily or soon.

Detroit was advised (Dr. Thompson) to adopt a policy and plan of depopulation for earlier and easier re-population, but this was rejected. Detroit is at long last beginning to build a few new houses – forty years later – in its now half-empty central city. The special relevance of this to Texas City development planning is that the state of a place as

a competitive place to live is a major factor in the ever-changing land use pattern connecting home and work. In a recent study of six counties southwest of Tarrant County, we opened-up the question of the relative attractiveness of this area as a residential area, in competition with other residential areas across the greater Fort Worth area. The interaction between neighborhood and workplace would seem to merit a place in the research priorities of Texas City development strategists. The idea of telecommuting for purposes of getting workplaces closer to neighborhoods seems to provide a reasonable solution.

D. The Issue of Promoting Faster Growth.

There are three ways in which a relatively rapid rate of growth of the local labor market can become the instrument through which to raise local income levels faster than national average, that is, lead to true economic development.

1. Rapid growth, it itself, at least temporarily, acts to tighten the local labor market and thereby, increases wage rates, leads to overtime work and raises labor force participation rates, including second earners. But greater than average local growth in employment will not long produce a greater than average increase in income, if rapid in-migration soon loosens the local labor market – often about as much and almost as fast, as the growth in jobs tightens it. “Build it (a plant) and they will come.”

Note also that the Texas Labor Market Review reported that the service sector has led the growth in employment in Texas for decades, and there are large elements of low-wage jobs in services. Moreover, most of the 1996 growth in manufacturing in Texas has been in food products and apparel and other finished textile products, also low-wage work. This is not to say that these jobs are not needed, but only that job growth is far from synonymous with increasing family income.

Another reason why rapid growth has only a temporary effect on the relative level of local income is that heavy net in-migration and the skewing of the population-mix toward young adults is not permanent. Young adults not only have more children, who lower real income per capita, but the parents too, grow older. A population can remain relatively young only by running (growing) faster and faster. All in all raw growth tends to be equilibrating in the long run, that is, it first raises, then restores previous levels of income. This stands in sharp contrast with acts that raise the level of education. Investment in education tends to be disequilibrating, that is, sets up forces of cumulative causation, as more educated parents tend to encourage and financially help their children invest more in education. Lesser levels of education tend to depress education, relative to the average.

2. Rapid growth will raise local levels of education and skill, if the new in-migrants have, on the average higher levels of education and skill than the average of the preexisting residents. This is most likely if the new jobs being generated are in the higher occupations, that is, bring true economic development. But so too could rapid local growth in population act to lower local median income, even in the long run beyond any temporary glut in the local labor market, if growth brings heavy in-migration of lower-skilled workers. Paradoxically, slow growth or depopulation could conceivably raise the net out-migration of lower-skilled workers, as in contracting agricultural areas. Depopulation of the central city could raise income levels through re-population, but usually only with a long lag and very sophisticated city planning.
3. Rapid growth inevitably brings larger place size and higher economic functions, creating more managerial and professional jobs, which act, in turn, to raise levels of education. Our background statistical studies have shown that the one high correlation between place size and female labor force participation rates has been steadily declining, as female labor force participation has now approached its natural ceiling. But even though female labor force participation cannot now increase very much, larger place size will continue to raise median family income by creating more good jobs for women.

These various benefits of regional growth must be weighed against the hard fact that larger place size also brings more complicated urban problems, acting as a partial offset to the generally higher money incomes. Further, larger place size is good news for some and bad news for others. Longer work trips and more traffic congestion can be offset for some with better public transportation. Larger place size adds more choice for affluent consumers and higher wages for those in the workforce, but higher land rents and housing prices for all households, even for those who are not sharing in the compensating higher wages. In general, higher income households are better off in big places, but those with lower incomes tend to be worse off. Given the complexities of urban growth and larger place size, local economic development managers often achieve their ends by dumping hard new problems in the lap of traffic planners and public service managers. To grow is to get bigger, but not necessarily richer.

There is an almost inexorable political and organizational bias in favor of growth. The dominant attraction of sheer growth is that it is an easy political choice for officials and managers, rather than an efficient path to local economic development. Think of growth as just more of the same and development as unsettling change. All in all, rapid (raw) growth to larger place size becomes, at best, a very blunt instrument of local economic development.

Moreover, the many smaller places in Galveston County can reap most of the benefits of large size and avoid most of the costs. Texas City could, with good planning, combine

the advantages of lower costs of living and costs of doing business, with the advantages of large scale by drawing on the urban scale of Houston – what has been called “borrowed size.”

E. Local Income and Aging of the Population.

In ongoing background statistical work, we have found especially high negative correlation between the rate of change in population of a place and the proportion of population 65 years old and over. Fast growing places tend to have more young adults and slow growing (declining) places tend to have more elderly. (Fast growing retirement communities are, clearly, an exception.) Much of the weak positive correlation between – the rate of change in population and rate of change in median income – between higher average incomes in fast growing places and lower incomes in lagging places – is due to the elderly being left behind. Needless to say, this is not an overall social benefit.

In addition, young and growing families tend to impose more public service costs on fast growing places (education and traffic control costs) and the elderly are in general, cheaper to service. Moreover, the elderly are becoming less and less a fiscal burden, with growing retirement incomes and larger than average amounts of taxable property. In fact, some communities have recently begun to target select sets of elders as a development target. With the net local fiscal impact of the elderly far from clear, development planners need to separate out very different sets of the elderly. Again, we do not argue against faster rates of growth; we argue only that raw growth has very mixed benefits.

Because Texas is a relatively fast-growing state, the proportion of the population over 65 years of age is below average (10.1 percent, compared to the national average figure of 12.6 percent), therefore, it is not surprising to find that Galveston County has shown a below average proportion of elderly throughout the postwar period. But the difference is fading, rising from 65 percent of average to 84 percent for the County, and dramatically, from only a third of the average figure, to 90 percent of average in Texas City. Therefore, Galveston County and Texas City will not be able to count on a relative low proportion of elderly residents as a favorable factor for very much longer.

Beginning in 1950, only one-third of its pro rata share of population over 65 years of age to 90 percent of parity in 1990. The trend would appear to take the City closer to its full share of the elderly in the year 2000. These figures should next be disaggregated by majority and minority population groups.

Table 16: Percent of Population 65 years old and over for Texas City and Adjoining Areas, 1950-1990.

| Year | | | | | Index of Percent 65 years old and over (U.S. =100) | | |
|------|------------|---------------|--------------|-----------|--|---------------|--------------|
| | Texas City | City of Galv. | Galv. County | U.S. Avg. | Texas City | City of Galv. | Galv. County |
| 1950 | 2.6 | 6.5 | 5.3 | 8.14 | 32 | 80 | 65.1 |
| 1960 | 3.3 | 8.7 | 6.4 | 9.23 | 36 | 94 | 69.3 |
| 1970 | 5.1 | 11.8 | 7.6 | 9.87 | 52 | 120 | 77.0 |
| 1980 | 8.1 | 13.1 | 9.1 | 11.28 | 72 | 116 | 80.7 |
| 1990 | 11.3 | 13.5 | 10.5 | 12.56 | 90 | 107 | 83.6 |

F. Minority Population in Texas City.

Given the rising income of the elderly, especially those covered by company pension plans, an income concern in Texas City would appear to be, not so much the elderly, as perhaps being affected by the rapid growth in the minority population. Starting at a pro rata share in 1950, Texas City enlarged its share of minorities to about seventy to eighty percent above average through the next forty years.

Table 17: Percent Minority Population for Texas City and Adjoining Areas 1950-1990.

| Year | Index of Minority Populations (U.S. =100) | | | | | | |
|-------|---|------------|--------------|-----------|------------|------------|--------------|
| | Texas City | Galv. City | Galv. County | U.S. Avg. | Texas City | Galv. City | Galv. County |
| 1950 | 10.9 | 26.6 | 21.1 | 10.45 | 104 | 255 | 202 |
| 1960 | 19.6 | 27.5 | 21.4 | 11.43 | 171 | 241 | 187 |
| 1970 | 20.9 | 30.3 | 20.2 | 12.53 | 167 | 242 | 161 |
| 1980* | 34.2 | 46.6 | 27.4 | 18.15 | 188 | 257 | 151 |
| 1990* | 42.3 | 52.2 | 33.4 | 24.36 | 174 | 214 | 137 |

*Includes population of Hispanic origin.

Source: Derived from the Texas State Volumes of the Decennial Census of Population, 1950-1990.

The use of median family income, relative to the national average, in the evaluation of local economic performance may be overstated because of a below average representation of minority population, or under-stated because of a large minority population. A low or lagging local income or a slow rate of growth could be due to a more than proportionate minority population that is less prepared to advance to higher or growing occupations.

In the evaluation of local economic performance, the higher than average proportion of minorities has a direct bearing on the below average median income in Texas City in

1990. This factor is important because it points to an important opportunity for human resource development to be targeted in this population.

G. The Female Labor Force Participation Rate in Local Income Determination.

The nation, as a whole, and almost every one of its local economies, over the past forty years, have shown very rapidly rising levels of female labor force participation. Therefore, this index is introduced more to determine whether a given local economy shows a level or rate of change greater or less than its national-average counterpart.

Background research has found that female labor force participation rates (FLFPR) have risen from no correlation with local income in 1950, to the point of statistically explaining about forty percent of the variation in family income levels in 1990, a position rivaling the relative level of education. Accordingly, the local FLFPR becomes very important in targeting new industries because of the very great variation in the ratio of males to females across the many industries. For example, there are roughly 5 males to 1 female worker in fabricated structural metal products, but 3 females to 1 male in the apparel industries.

Table 18: Female Labor Force Participation Rates for Texas City area, 1950 – 90.

| Years | Texas City | T.C. "Suburbs" | City Galveston | County Galveston | U.S. Avg. |
|-------|------------|----------------|----------------|------------------|-----------|
| 1950 | 27.4 | 22.6 | 37.4 | 32.5 | 28.88 |
| 1960 | 32.4 | 26.4 | 37.9 | 34.8 | 34.50 |
| 1970 | 41.8 | 37.8 | 43.7 | 41.0 | 39.56 |
| 1980 | 53.6 | 52.4 | 55.6 | 53.7 | 49.9 |
| 1990 | 53.1 | | 56.8 | 57.0 | 56.8 |

Index of FLFPR (U.S. =100)

| | | | | |
|------|-----|-----|-----|-----|
| 1950 | 95 | 78 | 130 | 113 |
| 1960 | 94 | 77 | 110 | 101 |
| 1970 | 106 | 96 | 107 | 104 |
| 1980 | 107 | 105 | 111 | 108 |
| 1990 | 93 | | 100 | 100 |

Source: Derived from the Texas State Volumes of the U.S. Decennial Census of Population, 1950-1990.

Because the Texas City economy is specialized in petrochemical products, and because of the aerospace work in nearby Houston, we expected that both the central city and the ring would show a relatively low female labor force participation rate. However, aside from a fair degree of oscillation, that rate has stayed around the national average throughout the full postwar period.

It is important to point out that the overall female labor force participation rate is approaching a ceiling and becoming a variable that does not vary very much between

places. This suggests a continuing need to design more advanced indexes, such as, females in managerial work, to create more sensitive indicators of local economic development.

IV. STRATEGIES FOR GETTING STARTED

The vision and strategies outlined will depend upon private sector investment and leadership. However, in order to begin the process, the city, its economic development corporation, the school district, and the college will need to provide entrepreneurial leadership. A starting point is to develop a system of learning and monitoring of public attitudes and interests. It could be feasible for the college to develop a survey research center that would develop key information for city decision-makers and also produce critical market data for developing small enterprises, such a center, coupled with a small business assistance center and/or incubator, could take quick advantage of business development opportunities.

The college could also be the key to developing the concept of telecommuting centers, by providing the initial organization and instruction of computer skills for current residents. The school district would have to provide linkages to the computer skill development opportunities of the college, and help provide a system of after hours activities for children. Other agencies would need to be involved to provide services such as day care.

The city would need to develop an infrastructure investment plan and work with its Economic Development Corporation to place the initial physical infrastructure for new upscale communities inside the city limits. The city will also, in all probability, have to do the front-end investment to create the marina development, by Moses Lake, now under discussion. The city also needs to provide a highly effective infrastructure for telecommuting – both in terms of fiber optic cable and transmission towers. These investments will probably have to be made and completed before much visible change occurs.

As the strategy unfolds, the city will have to be sure that opportunities to celebrate successes are planned and capitalized upon. The "All American City" designation is a powerful asset, but it will dissipate over time if new celebrations of progress opportunities are not addressed. .

APPENDIX A

Focus Groups as a Data Collection Procedure

Focus groups produce qualitative data that provide insights into the attitudes, perceptions, and opinions of participants. Results are solicited through open-ended questions and a procedure in which respondents are influencing and influenced by others, just as in real life. The researcher's job in the focus group involves: moderating, listening, observing, and eventually analyzing the information, using an inductive process. The inductive researcher bases understanding on the discussion information, as opposed to testing or confirming a preconceived hypothesis or theory.

The series of questions utilized in focus groups are predetermined and sequenced, based on careful analysis of the situation under consideration. The interview guide is arranged in a natural, logical sequence, and attention is placed on the thought processes of the participants (Richard Krueger).

Two focus groups were conducted on May 23, 1997 in Texas City. The first group was comprised of 11, and the second group of 12, different community leaders, who came together to work with the CEDRAS consultants. The purpose of the focus group meetings was to create a permissive environment in order to obtain different perceptions and points of view, without pressuring participants to reach consensus. Through group discussions, trends and patterns of concern were identified and the participants were able to share their ideas and perceptions, and to offer input for the Texas City Economic Development Corporation's strategic business plan.

The information from the focus group questions were categorized into three different types of responses:

- I. **BLOCKS** – Those themes which blocked communication efforts, and produced arguments among participants. These areas involved:
 1. Affordable housing – what that means
 2. Moses Lake opportunity/no industry should be allowed
 3. What could the downtown be like:
 - Never a retail center
 - Maybe tourism
 - Need for Industry/city partnership
 4. Don't know where downtown located – no clearly identified area exists
 5. "Street of Memories" – a concept once considered
 6. Downtown housing – what would this look like?
 7. "Winter Texas" – an inconceivable idea:
 - Pollution, Health aspects
 - No available housing
 - No desire to build condos or apartments
 8. Migrating Birdwatchers – a possible marketing attraction for tourism
 9. Waterfront living – who would this attract?

10. Few old families control real estate – hands tied for development
11. Tax incentives for business development – no open ended policy
 - Consideration on case by case basis

II. IDEAS – Themes where conversation didn't go into a discussion phase. No interest was generated by the groups. These include:

1. Texas City – described as:
 - Big small town
 - Opportunity
 - Consistent city government
2. Additional affordable living – need recognized
3. Educational partnerships – considered important – but efforts being made
4. Tech/prep programs – important – efforts being made
5. City web-page – Do we have one? What should be on one?

III. OIC's – The important metaphors and concepts that deepened the conversation and made people more thoughtful, additionally provoking new levels of listening. These included:

1. Industry focus – need for emphasis on attraction of:
 - Non-smoke stack
 - High-tech
 - Redistribution facility – a possibility (like Reebok)
2. Need for Marketing Plan – to focus economic development efforts
3. Targets for specific industries – need to decide specifically what wanted in Texas City to enhance the attractiveness of the location – develop a niche-diversification within targets.
4. Inventory of workforce/education system – need to know specifically what Texas City has to offer in terms of current workers, and the make-up of the future workforce. Additionally, there is a need to know what training programs are in place, and what needs to be developed.
5. Tin Smelter – “eye-sore” – perception city walked away – bad PR
6. Port expansion – important to the future of the city, but concerns about how this can be accomplished, especially through political channels.
7. Protected Wetlands – must be considered and maintained in expansion plans
8. Three Keys to Economic Development:
 - Affordable housing
 - Good education
 - Jobs
9. Pollution Problems – how to overcome realities and perceptions associated with:
 - Hydrochloric acid spill
 - Cancer causing aspects/plants and accidents
 - People with asthma and allergies
10. Combining school districts – what will this mean for Texas City, tax base and service delivery.
11. Corp of Engineers – problem on port expansion – how can this problem be solved?

12. NAFTA opportunity – but one Texas City has really not capitalized on
13. Warehousing facility/distribution – considerable discussion on the positive aspects of targeting big industries for Texas City for this purpose.
14. City to be entrepreneurial, however:
 - Balance must be right (cost/benefit)
 - Need for consideration of win/win situation, what Texas City gains, and yet what city can do to make business/industry successful
15. Downtown Fort Worth – useful as a possible benchmark:
 - Model for revitalization – downtown living, restaurants, movies- could be considered for a future downtown Texas City
16. Goals 2000 successful
 - Connecting planning with folks on the street
17. 2020 – an opportunity, however:
 - Need for more diversification in public participation, involve some of the 6th street owners, and blue collar workers in planning process
18. City good at marketing – instead of just relying on Chamber, this needs to continue
19. Two-way street – approaching industry/Japanese incident – need for city to do homework on companies, perhaps develop a “think-tank” of local people with particular expertise to serve as an information committee.
20. Texas City Master Plan – confusion over whether one exists and what it contains
 - There is a need for a plan that is reviewed and updated on a recurrent basis