



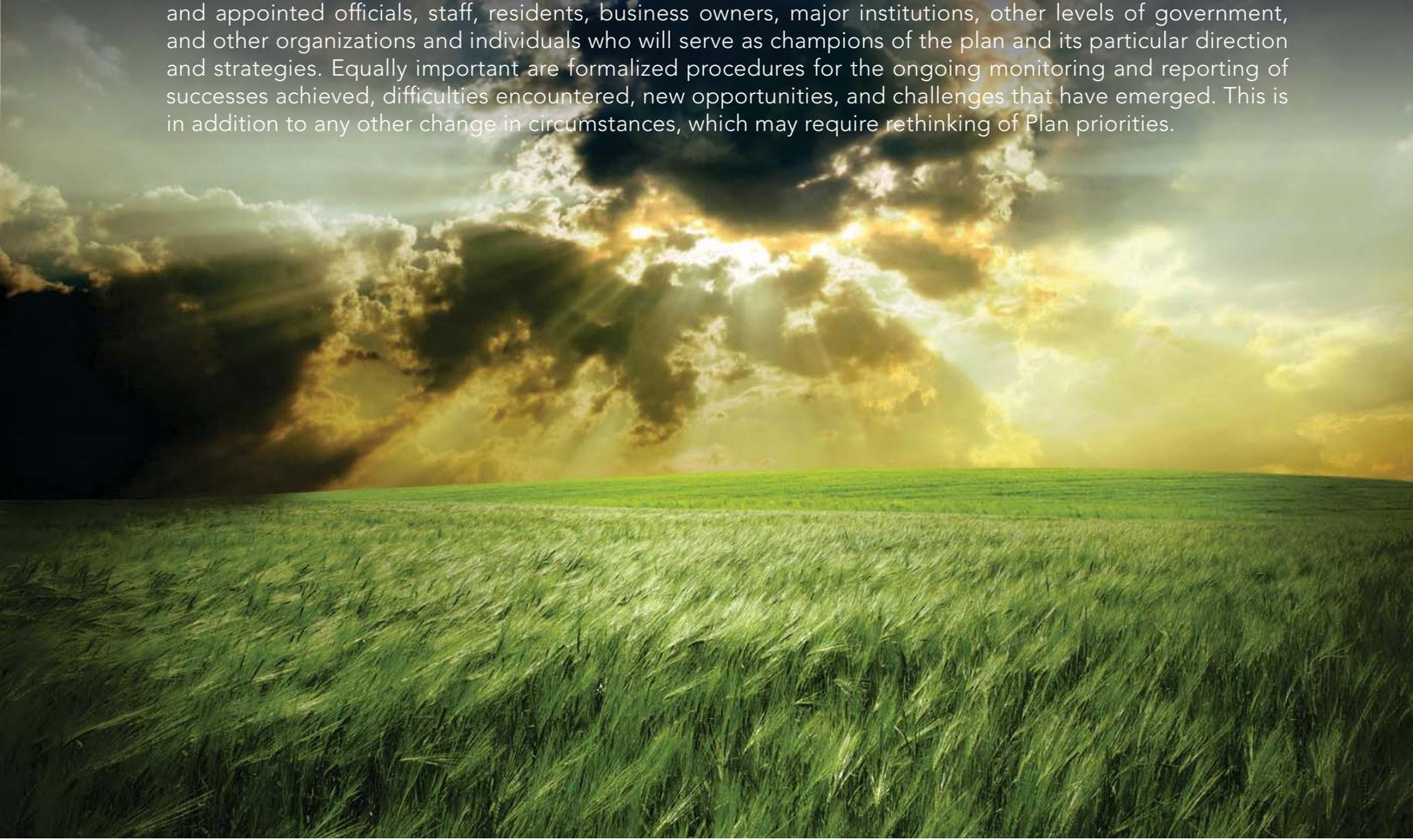
# 8.0 Implementation



## INTRODUCTION

Plans are never intended to simply exist as a binder that is forever sitting on the shelf. These are collaborative works that involve many different contributors and include directions for many aspects of City development. Indeed, a great many people put time and effort into chronicling 'the next step' for the City of Plainview. At the same time, experience dictates that plans become unused and reduced to shelf clutter. The addition of this Implementation chapter is intended to avoid that near term fate. Using this Plan on a frequent basis for policy, planning, regulatory, and capital decisions will lead to its commonplace acceptance and reference. This is the goal of this chapter and moreover, this Comprehensive Plan Update as a whole.

The Comprehensive Plan should be a "living document," that is, a document that is frequently referred to for guidance in community decision-making. Its assumptions, goals, policies and action strategies must also be revisited periodically to ensure that it is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services. Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, new opportunities, and challenges that have emerged. This is in addition to any other change in circumstances, which may require rethinking of Plan priorities.



## Purpose

The Comprehensive Plan will be the basis for decision-making on the future development and enhancement of Plainview. This final chapter breathes life into the rest of the plan by setting out a practical, prioritized and sequenced implementation program. The key objective of this chapter is to integrate the different elements of the plan in such a way as to provide a clear path for sound decisions. This chapter is also intended to establish accountability for plan implementation and provide guidance on essential processes to maintain its relevance to the City and its citizens.

## Plan Implementation Methods

Simply setting out an implementation framework in this chapter is not enough to ensure that the action items of this plan will be carried out and the community's vision and goals ultimately achieved. The policies and action priorities in this plan should be consulted frequently and should be widely used by decision-makers as a basis for judgments regarding:

- the timing and availability of infrastructure improvements;
- proposed development and redevelopment applications;
- City-initiated and landowner-requested annexations;
- zone change requests and other zoning-related actions;
- expansion of public facilities, services and programs;
- annual capital budgeting;
- potential redrafting and amendments to the City's Zoning Ordinance and related code elements;
- intergovernmental coordination and agreements; and
- operations, capital improvements, and programming related to individual City departments.

The vision and goals in a comprehensive plan are attained through a multitude of specific actions. Many of the action initiatives highlighted in this section cut across — and are supported by — multiple chapters within the plan.

There are seven general methods for plan implementation:

1. policy-based decisions;
2. land development regulations and engineering standards;
3. capital improvements programming;
4. coordination and partnerships;
5. special projects, programs, and initiatives; and
6. specific plans and studies; and
7. formation of new policies.

### 1. Policy-based Decisions

Land use and development decisions should be made based on the policies that are set out in this Comprehensive Plan. In some measure, the adoption of new or amended land development regulations (e.g., zoning, subdivision, landscaping, sign controls, etc.) will establish a specific framework for evaluating private development proposals against the City's articulated policies. However, decisions regarding annexation, infrastructure investment, Future Land Use and Character map amendments, and right-of-way acquisitions are generally left to the broad discretion of the City Council. This plan provides the common policy threads that should connect those decisions.

### 2. Land Development Regulations and Engineering Standards

Land development regulations and engineering standards are fundamentals for plan implementation. It is plain—but often under appreciated—that private investment decisions account for the vast majority of any City's physical form. Consequently, zoning and subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character and quality of development reflect the City's planning objectives.

These ordinances should reflect the community's desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan goals and policies.

### 3. Capital Improvements Programming

A capital improvements program, or "CIP," is a multi-year plan (typically five years) that identifies budgeted capital projects, including street

infrastructure; water, wastewater and drainage facilities; open space, trails and recreation facility construction and upgrades; construction of public buildings; and purchase of major equipment. Identifying and budgeting for major capital improvements will be essential to implementing this plan. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this plan.

#### 4. Coordination and Partnerships

Some community initiatives identified in the Comprehensive Plan cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community's action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities and in-kind services (which can count toward the local match requirements for various grant opportunities), and public/private financing of community improvements. Indeed, the role of committees, commissions and organizations in the successful and sustainable implementation of the plan cannot be understated.

#### 5. Special Projects, Programs and Initiatives

Special projects or initiatives may include initiating or adjusting City programs; entering into interlocal agreements; expanding citizen participation programs; providing training; and other types of special projects.

#### 6. Specific Plans and Studies

There are a number of areas where additional planning work is recommended, at a "finer grain" level of detail than is appropriate in a Comprehensive Plan. As such, some parts of this plan will be implemented only after some additional planning or special study.

#### 7. Formation of New Policies

As new development or redevelopment plans are proposed, staff and the City's advisory boards, together with the City Council, must take the policies and recommendations of this plan into consideration. The text of this prioritization of programs, and projects within this chapter, coupled with economic development-related initiatives outlined within **Chapter 2.0, Growth Management and Capacity**, the Future Land Use and Character

map and the thoroughfare plan, should weigh heavily in future decisions by the City officials, residents and other stakeholders in achieving the shared community vision.

### Plan Administration

During the development of the plan, representatives of government, business, neighborhoods, civic groups, and others came together to inform the planning process. These community leaders, and new ones to emerge over the horizon of this plan, must maintain their commitment to the ongoing implementation of the plan's policies—and to the periodic updating of the plan to adapt to changing conditions or unforeseen events.

### Education

Although comprehensive plans are relatively general in nature, remaining at the "30,000 foot" level to a large extent, they are still complex policy documents that account for interrelationships among various policy choices. As such, educating decision-makers and administrators about plan implementation is an important first step after plan adoption. As the principal groups that will implement the plan, the City Council, Planning Commission, and City department heads should all be "on the same page" with regard to priorities, responsibilities and interpretations.

### Plan Influence

The policies and action priorities documented throughout this plan should serve as the foundation for decision-making and judgment regarding:

- The timing and availability of infrastructure improvements to serve new development;
- the appropriateness of proposed development and redevelopment applications;
- the warrant for and timing of city-initiated and landowner-requested annexations;
- the consistency of zone change requests and other zoning-related actions with the principles and policies of this plan;
- expansion of public facilities, services, and programs to meet current needs and future demands;
- priorities for annual capital budgeting;
- potential re-writes and amendments to the City's zoning and land development ordinances and related code elements;
- intergovernmental (including inter-City and City/County) coordination and agreements. Operations, capital improvements, and programming.

Consequently, an education initiative should be undertaken immediately after plan adoption, which should include:

- a discussion of the individual roles and responsibilities of the City Council, Planning Commission (and other advisory bodies), and individual staff members;
- a thorough overview of the entire Comprehensive Plan Update, with emphasis on the parts of the plan that relate to each individual group;
- implementation tasking and priority setting, which should lead to each group establishing a one-year and three-year implementation agenda;
- facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated;
- an in-depth question and answer session, with support from planning personnel, the City Manager, and other key staff.

### **Role Definition**

#### **City Council**

As the community's elected officials, the City Council will assume the lead role in implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set timeframes by which each action will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, City Council must also ensure effective coordination among the various groups that are responsible for carrying out the Comprehensive Plan's recommendations.

The City Council will take the lead in the following general areas:

- acting as a "champion" of the plan;
- adopting and amending the plan by City Ordinance, after recommendation by the Planning Commission;
- adopting new or amended land development regulations to implement the plan;
- approving interlocal agreements that implement the plan;
- establishing the overall action priorities and timeframes by which each action item of the Plan will be initiated and completed;
- considering and approving the funding commitments that will be required;
- offering final approval of projects and activities and the associated costs during the budget process, keeping in mind the need for consistency with the Plan and its policies; and
- providing policy direction to the Planning Commission, other appointed City boards and commissions, and City staff.

#### **Planning Commission**

The Planning Commission makes recommendations to City Council based on plan principles. Periodically, the Commission should propose a docket of initiatives for City Council consideration. In addition to the following responsibilities, the Planning Commission should also host the education initiative previously described in the Education section of this chapter.

- Periodically obtain public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods;
- ensure that recommendations forwarded to the City Council are reflective of plan principles, policies, and action recommendations. This relates particularly to decisions involving development review and approval, zone change requests, and ordinance amendments;
- after holding one or more public hearings annually to discuss new or evolving community issues and needs, and having discussed with City staff any and all legal underpinnings, make recommendations to the City Council regarding priority initiatives, as well as planned updates and amendments.

#### **City Staff**

City staff manages day to-day implementation of the plan. In particular, the Office of the City Manager is responsible for supporting the Commission and Council and generally shepherding plan implementation. Specific staff responsibilities include:

- supporting and carrying out capital improvements planning efforts;
- overseeing the drafting of new or amended zoning and land development regulations, working with the appropriate Boards and Commissions;
- conducting studies and developing additional plans (including management of consultant efforts, as necessary).
- reviewing applications for consistency with the Comprehensive Plan, as required by the City's

- zoning and land development regulations;
- in coordination with the City Council and City management, negotiating the specifics of interlocal agreements;
- administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners;
- providing briefings on plan implementation progress and activities to the Planning Commission and City Council no less than annually; and
- maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

### Plan Amendment Process

The City of Plainview Comprehensive Plan Update is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, as well as other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As the City grows and evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that the Plan continues to reflect the overall goals of the community and remains relevant and resourceful over time, the Plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals, policies and action statements are still appropriate.

Revisions to the Comprehensive Plan are two-fold, with minor plan amendments occurring as needed and more significant modifications and updates occurring every five to 10 years. Minor amendments could include revisions to certain elements of the plan as a result of the adoption of another specialized plan or interim changes to the Future Land Use and Character map and/or the Thoroughfare Plan. Major updates will involve reviewing the base conditions and anticipated growth trends; re-evaluating the goals, policies and recommendations in the plan—and formulating new ones as necessary; and adding, revising or removing action statements in the plan based on implementation progress.

### Annual Progress Report

The Planning Commission, with the assistance of staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing ordinances and regulations should be an essential part of this effort.

The Annual Progress Report should include and highlight:

- significant actions and accomplishments during the past year, including the status of implementation for each programmed task in the Comprehensive Plan;
- obstacles or problems in the implementation of the plan, including those encountered in administering the land use and transportation aspects, as well as any other policies of the plan;
- proposed amendments that have come forward during the course of the year, which may include revisions to the individual plan maps or other recommendations or text changes; and

### Types of Amendments

Two types of revisions to the Comprehensive Plan may occur: (1) minor amendments and (2) major updates.

#### *Minor Amendments:*

This type of amendment may be proposed at any time, such as specific adjustments to the Future Land Use and Character Map related to particular land development applications or public improvement projects. Minor amendments can be addressed by the City in short order or, if not pressing, be documented and compiled for a more holistic evaluation through an annual plan review process. This is also how and when the results of another specialized plan or study should be incorporated into relevant sections of the plan.

#### *Major Updates:*

More significant plan modifications and updates should occur no more than every five years. Major updates involve reviewing the base conditions and anticipated growth trends; re-evaluating the guiding principles and recommendations in the plan—and formulating new ones as necessary; and adding, revising, or removing action statements in the plan based on implementation progress.

- recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's Capital Improvement Program (CIP), other programs/projects to be funded, and priority coordination needs with public and private implementation partners.
- whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals (and ongoing public input).

### Bi-annual Amendment Process

Based on the annual progress report, the opinions of City staff, planning commission and others, a determination will be made as to whether there is a need for a plan amendment. When considering a plan amendment, the City should ensure the proposed amendment is consistent with the goals and policies set forth in the Plan regarding character protection, development compatibility, infrastructure availability, conservation of environmentally sensitive areas, and other community priorities. Careful consideration should also be given to guarding against site specific plan changes that could negatively impact adjacent areas and uses or detract from the overall character of the area. Factors that should be considered in deciding on a proposed plan amendment include:

- consistency with the goals and policies set forth in the plan;
- adherence with the Future Land Use and/or Thoroughfare Plans;
- compatibility with the surrounding area;
- impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;
- impact on the City's ability to provide, fund, and maintain services;
- impact on environmentally sensitive and natural areas; and

Based upon organizational, programmatic and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's recommended actions.

### Five-year Update / Evaluation and Appraisal Report

An evaluation and appraisal report should be prepared every five years. This report should be prepared by City staff, having received input from various City departments, the Planning Commission, other boards and commissions, and third-party consultation. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unmet goals, policies and recommendations. The evaluation report and process should result in an amended Comprehensive Plan, including identification of new or revised information that may lead to updated goals, policies and/or action recommendations. More specifically, the report should identify and evaluate the following:

1. Summary of major actions and interim plan amendments undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends and base studies data, including the following:
  - the rate at which growth and development is occurring relative to the projections put forward in the plan;
  - shifts in demographics and other growth trends;
  - the area of land that is designated and zoned for urban development and its capacity to meet projected demands and needs;
  - City-wide attitudes and whether apparent shifts, if significant, necessitate amendments to the stated goals or strategies of the plan; and

- other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.
4. Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:
- individual statements or sections of the plan must be reviewed and rewritten, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome;
  - conflicts between goals and policies that have been discovered in the implementation and administration of the plan must be pointed out and resolved;
  - the action agenda must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately;
  - as conditions change, the timeframes for implementing the individual actions of the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community;
  - changes in laws, procedures and missions may impact the ability of the community to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

### Ongoing Community Outreach and Engagement

All review and updating processes related to the Comprehensive Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting process should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a "report card" fashion. Examples might include:

## Opportunity Plainview: National Roller Coaster Museum

Among the many economic development -related programs and initiatives discussed within the Comprehensive Plan Update, an initiative that has recently been discussed by the Plainview Comprehensive Plan Advisory Committee involves the potential development of a National Roller Coaster Museum in Plainview. The City has recently been approached by an executive from an amusement park equipment manufacturer based in Plainview, who has amassed a significant collection of roller coaster-related memorabilia, including several cars from famous roller coasters around the country, and is interested in determining the economic viability of establishing a permanent home for this extensive collection of historical artifacts and using it to increase the number of entertainment opportunities in the area.

A feasibility study was conducted to determine whether the regional demographics would enable such an enterprise to be financially self-sustaining. The study analyzed the resident market (defined as the number of residents living within a 150-mile market area of Plainview) and forecast it to be 1,203,000 persons. Based on market analysis pertaining to attendance, seasonality and operating hours, capacity requirements, visitor spending, and operating revenue, the feasibility study concluded that, "if built to high standards as planned, developed as a family museum, adequately capitalized, and maintained and operated by a professional operating group, the museum should be financially viable."<sup>1</sup>

A National Roller Coaster Museum may be just the kind of enterprise that could galvanize support from the local constituency and be catalytic in stimulating additional satellite economic development-related projects and programs in Plainview. To be successful, this initiative will require the leadership and involvement of multiple players, including the City of Plainview.

<sup>1</sup> LARC, Inc., September 2011. Feasibility Study for the National Roller Coaster Museum in Plainview, Texas. Prepared for the National Roller Coaster Museum & Archives Board of Directors.

As outlined within the 2011 LARC feasibility study, when considering the development of a revenue-generating enterprise such as the National Roller Coaster Museum, several key questions must be addressed, including:

- What is the market and the visitor profile?
- What concept will best fit the development?
- Will the facility be self-sustaining and succeed in the marketplace?
- How should the facility be financed and operated?
- How will the development be of the best benefit to the community?
- Will there be a return on the investment?<sup>2</sup>

<sup>2</sup> LARC, Inc., September 2011.

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and related City codes.
- Various measures of service capacity (gallons, kilowatts, acre-feet, etc.) added to the City's major utility systems as indicated in this plan and associated utility master plans—and the millions of dollars allocated to fund the necessary capital projects.
- Acres of new open space and miles of trail developed or improved in accordance with an updated Parks, Recreation, Trails and Open Spaces (PRTOS) Plan.
- Indicators of City efforts to ensure neighborhood integrity as emphasized in this Plan (e.g., code enforcement activity, number of homes receiving improvements and weatherization, number of historic designations made for homes/neighborhoods, etc.).
- Miles of new bike routes and sidewalks added to the City's transportation system to provide alternative mobility options as recommended in the Bicycle Mobility Plan component of the Plan.
- Indicators of the benefits of redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.) as envisioned through this Plan.
- The estimated dollar value of operating cost savings from reduced energy and water use, heating/cooling, etc., from green building and low-impact development practices and related conservation efforts in new and existing City facilities, as suggested in this Plan.
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this chapter.

## Implementation Action Plan

**Table 8.1, *Implementation Action Plan***, includes a prioritized list of action recommendations derived from the various plan elements of this comprehensive plan update. The synthesized table does not include every action recommendation

found throughout the plan. As configured, the Implementation Action Plan details the “to do” list of priority action items showing the general time frame for initial implementation and who is responsible for initiating, administering and participating in the implementation process.

Additionally, action items have been categorized regarding those actions that will require capital improvements; actions that require changes in policies, regulations, standards and operations; and those actions that require additional studies and programmatic support. All of the action items that require capital in order to be implemented will also require, to some degree, additional feasibility analyses, and in some cases, construction documentation, specifications and detailed cost estimates.

A guide to acronyms used appears at the end of the table.

As mentioned, Table 8.1, *Implementation Action Plan*, provides a starting point for determining immediate, near-term, and longer term task priorities. This is an important first step toward Plan implementation and should occur in conjunction with the City's annual budget process, during Capital Improvements Program (CIP) preparation, and in support of departmental work planning. Then, the City staff member designated as the Comprehensive Plan Administrator should initiate a first-year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community's readiness to take on a potentially controversial new program.

Progress on the Year 1-2 items, in particular, should be the focus of the first annual review and report

a year after Comprehensive Plan adoption, as described earlier in this chapter. Then, similar to multi-year capital improvements programming, the entire action agenda list in Table 8.1—and all other action items dispersed throughout the plan chapters—should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.

**Table 8.1, Implementation Action Plan**

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT INCLUDE CAPITAL IMPROVEMENTS</b>					
To encourage and promote infill development, <b>adopt a policy regarding the provision of infrastructure to identified and prioritized infill development sites.</b> Extend adequate infrastructure to serve infill development sites. <b>Prioritize capital projects that will benefit undeveloped sites,</b> potentially increase density and the efficiency of the infrastructure system.		■	■	City	Chapter 2.0; Strategy 2.1.1
<b>Establish a formalized annual rehabilitation and replacement program for water distribution and wastewater collection systems</b> within the well-established areas of the community so as to enable infill development and/or redevelopment.		■	■	City	Chapter 2.0; Strategy 2.1.1
To ensure adequate delivery of potable water to Plainview's residents and commercial / industrial water users, <b>establish a few additional wells in or near the city limits;</b> given the decline of the Canadian River Municipal Water Authority (CRMWA) allocation and the static water level in the Ogallala Aquifer, along with new rules from the High Plains Underground Water Conservation District (HPUGWCD).	■	■		City / others	Chapter 2.0; Strategy 2.4.1
<b>Budget \$300,000 annually to replace small and aging pipes in the water distribution system</b> with new 6 inch PVC or other appropriately sized pipe.	■	■	■	City	Chapter 2.0; Strategy 2.4.1
<b>Plan for extension of water and sanitary sewer infrastructure along and near the south Interstate 27 corridor to accommodate interest in both commercial and residential development in this area.</b> This could be accomplished by installing a new water line along the eastern side of I-27 and connecting back to the existing 8 inch line that is located near South Ennis to create a loop in the distribution system. It is likely that a new sanitary sewer line could be installed along the eastern side of I-27 and tie to the existing system near SW 3rd Street.	■			City	Chapter 2.0; Strategy 2.4.4
<b>Consider looping a water line and installing sanitary sewer collection piping for the southern portion of the City</b> if any new industrial development takes place near or south of the airport.		■		City	Chapter 2.0; Strategy 2.4.4
<b>Rehabilitate and line the wet well area at the wastewater treatment plant's (WWTP) headworks facility</b> as it is showing signs of major deterioration due to sewer gas. This will prevent a major problem of possibly causing the plant to have to be shut down under an emergency situation.				City	Chapter 2.0; Strategy 2.4.3
<b>Complete the process of the city's Certificate of Convenience and Necessity (CCN)</b> due to annexation in the north central Plainview area where there is currently access to water utility infrastructure although sewer infrastructure is lacking.				City / TCEQ (1)	Chapter 2.0; Strategy 2.4.3
<b>Determine an adequate funding source to locate and construct a new City Hall complex.</b>	■	■		City / Other	Chapter 5.0; Strategy 5.1.1

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT INCLUDE CAPITAL IMPROVEMENTS</b>					
Replace 24th Street - Interstate 27 overpass.	■	■		TxDOT (3)	Chapter 3.0; Strategy 3.3.5
Reconstruction of 24th Street, from Interstate 27 to County Road 400	■	■		City / TxDOT	Chapter 3.0; Strategy 3.3.5
Initiate a yearly maintenance plan, based on information obtained from the inflow and infiltration (I&I) study, to replace approximately \$300,000 of the sanitary sewer collection system annually.	■	■	■	City	Chapter 2.0; Strategy 2.4.3
To the south of the University District, redevelop east-west alleyway in between 5th and 6th Streets into a pedestrian corridor to provide "back of house" access to commercial establishments along 5th Street.		■		City	Chapter 7.0; Strategy 7.4.2
To lay the groundwork for expanded commercial development along Quincy Street, a portion of the corridor between 5th Street and 16th Street should be redeveloped to include a pedestrian promenade, complete with special paving, ornamental street lighting, street trees, benches and waste receptacles. To improve pedestrian safety, crosswalks should be provided at all intersections.		■		City	Chapter 7.0; Strategy 7.4.2
Improve pedestrian safety conditions in areas where pedestrians must enter / cross a traffic lane. For all pedestrian-related improvements within the vehicular realm, such as on-street bike lanes and adjacent sidewalks, lane striping requirements should be implemented.				City / TxDOT	Chapter 3.0; Strategy 3.3.3
Implement the 11th Street "Complete Street" Priority Improvement Project.	■	■		City	Chapter 7.0; Priority Improvement Project
Implement elements of Neighborhood Enhancement Priority Improvement Project for Downtown, including: <ul style="list-style-type: none"> <li>• prominent gateway features at neighborhood entrances;</li> <li>• neighborhood gardening program;</li> <li>• drought tolerant street trees;</li> <li>• sidewalks;</li> <li>• accessory dwelling unit housing prototype;</li> <li>• neighborhood grocery store.</li> </ul>	■	■		City	Chapter 4.0; Priority Improvement Project
Implement elements of the Travis Trussell Park Landscape Enhancement Program Priority Improvement Project, including: <ul style="list-style-type: none"> <li>• native Texas prairie restoration program;</li> <li>• wildlife viewing areas;</li> <li>• interpretive signage;</li> <li>• off-street recreational trails;</li> <li>• fishing ponds;</li> <li>• parcourse, playground and sports field;</li> <li>• pavilions;</li> <li>• lawn areas.</li> </ul>	■	■		City / TPWD (2)	Chapter 6.0; Priority Improvement Project

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT REQUIRE CHANGES IN POLICIES, REGULATIONS, STANDARDS AND OPERATIONS</b>					
<b>Within the zoning ordinance, revise the current district purpose statements to define the intended character of the district.</b> Rather than general use types (e.g., low-density residential), define the density or intensity of development in terms of urban mixed-use, general residential, auto-oriented commercial, and rural / agricultural.	■			City	Chapter 7.0; Strategy 7.2.1
<b>Recalibrate and consolidate, where possible, each of the existing zoning districts. Revise the dimensional standards to produce the intended character.</b> For instance, many of the districts have the same setbacks although the use types and densities (and potential impacts) are quite different. The dimensions should be changed accordingly to achieve the desired spatial results.				City	Chapter 7.0; Strategy 7.2.1
<b>Develop and adopt a growth sequencing plan</b> and management strategy that identifies areas of development for the next five, 10, 15 and 20 years. These sequential areas identify when and where capital improvements and services should be directed.	■			City	Chapter 2.0; Strategy 2.1.2
<b>Establish incentives for infill development, such as density bonuses if certain performance standards are met.</b> For instance, increased density may be allowed for accomplishing community objectives such as a minimum open space ratio; preservation of trees; conservation of natural resources; inclusion of amenities such as parks, trails, and attractions.				City	Chapter 2.0; Strategy 2.1.1
<b>Create and adopt infill development standards</b> concerning density, intensity, architectural treatments, massing and materials, and other dimensional requirements to maintain a consistent character with existing adjacent development.				City / Main Street Program	Chapter 2.0; Strategy 2.1.1
<b>Promote the utilization of low-impact development (LID) strategies, tools and techniques to reduce throughput and consumption of freshwater resources.</b> With all new development, establish requirements and/or incentivize the installation LID stormwater management techniques, including pervious paving materials in parking lots and other hardscape areas to reduce the total site imperviousness and stormwater runoff (provisions could be added requiring this for all parking that exceeds the minimum required by City regulations); and grassed filter strips and vegetated (bio)swales into site plans and rights-of-way to filter pollutants from stormwater.		■	■	City	Chapter 2.0; Strategy 2.4.2
<b>Revise subdivision regulations to incorporate xeriscaping landscape design and maintenance practices.</b> Develop a municipal landscape ordinance that requires all landscape sitework and planting to adhere to xeriscape principles.	■			City	Chapter 2.0; Strategy 2.4.2

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT REQUIRE CHANGES IN POLICIES, REGULATIONS, STANDARDS AND OPERATIONS</b>					
Work with TxDOT to <b>transfer management of 24th Street to TxDOT's</b> administrative jurisdiction.	■			City / TxDOT	Chapter 3.0; Strategy 3.3.5
Based on TCEQ's regulations, <b>identify the potential for graywater reuse</b> that does not exceed 400 gallons per day.				City	Chapter 2.0; Strategy 2.4.2
To <b>reduce the quantity of rental housing units and encourage home-ownership within Plainview, develop a rental housing conversion program.</b> This would involve the City providing an incentive to encourage the conversion of single-family rental units to owner-occupied units.	■			City	Chapter 4.0; Strategy 4.1.2
Employ a <b>pro-active code enforcement strategy</b> that first offers helpful assistance to property owners in complying with municipal codes rather than a punitive approach, so that enforcement resources may be targeted to the worst areas and offenders.	■			City	Chapter 4.0; Strategy 4.1.2
Develop <b>zoning code provisions to enable and encourage alternative residential development typologies in Downtown Plainview</b> , including lofts, residential over retail, townhouses and multi-family units.				City / Main Street Program	Chapter 4.0; Strategy 4.1.5
Incorporate <b>street layout and design standards into the subdivision regulations to accomplish traffic calming</b> objectives without creating discontinuous streets. Standards may include collector street offsets or jogs, curves, and narrowed street sections.		■		City / TxDOT	Chapter 4.0; Strategy 4.3.1
Consider establishing a <b>Neighborhood Empowerment Zone overlay district</b> for proposed new neighborhood developments.				City	Chapter 4.0; Strategy 4.3.2
To incentivize commercial development adjacent to the University District and help fund proposed streetscape and pedestrian improvements, <b>establish a Public Improvement District (PID) along portions of the Quincy Street and 5th Street corridors.</b>	■			City	Chapter 7.0; Strategy 7.4.2
<b>Adopt provisions for the installation of high-performance, green building best practices into all new City initiated and financed construction projects.</b> Green roofs, cisterns (above-ground and underground), and vegetated swales provide an excellent method of storing stormwater on-site, to prevent it from overloading natural systems, as well as to use for irrigation of landscaped areas.				City	Chapter 2.0; Strategy 2.4.2

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT REQUIRE ADDITIONAL STUDIES AND PROGRAMMATIC SUPPORT</b>					
Evaluate the City’s capital improvement program against the growth sequencing plan to ensure utility extensions and capacity improvement projects are consistent with the defined growth area. The capital improvement program should be prioritized in accordance with the sequencing and timing of development.	■	■		City	Chapter 2.0; Strategy 2.1.2
Prepare and maintain an annexation plan and associated service planning for gradual expansion of the City limits and extension of facilities and public services, where determined feasible and beneficial. The annexation plan should be consistent with the growth sequencing plan.		■		City	Chapter 2.0; Strategy 2.3.1
Identify mixed-use, priority improvement areas within or contiguous to Plainview’s existing developed areas that would be eligible for and potentially benefit from improved infrastructure and subsequent economic conditions resulting from a special district.	■	■		City	Chapter 2.0; Strategy 2.2.1
To increase eligibility for building renovation funding, apply for Certified Local Government designation.				City / THC (4)	Chapter 2.0; Strategy 2.2.1
Monitor the need to tie the western most portion of the city into an existing water main, and loop back into the system to provide adequate flow and pressure as needed, should recent and potential development be identified as a concern for this area.		■		City	Chapter 2.0; Strategy 2.4.1
Perform an inflow and infiltration (I&I) study of the sanitary sewer collection system as soon as practical, due to the age and deterioration of the existing sanitary sewer pipe and concrete manholes throughout the system.				City	Chapter 2.0; Strategy 2.4.3
Consider methods through which treated waste water effluent can be further utilized. Initiate a study to review and evaluate the local feasibility of reuse. This would include evaluating further treatment of the effluent which is currently produced from the City’s wastewater treatment plant.	■	■		City / TCEQ	Chapter 2.0; Strategy 2.4.5
There are current drainage problems near 4 <sup>th</sup> Street in the area from Xenia to Yonkers. A study would reveal if there are any practical solutions to prevent water from ponding in these areas.				City	Chapter 2.0; Strategy 2.4.6
Complete a study of undersized culverts beneath the railroad in the area of Ash and 11 <sup>th</sup> Street/Broadway. This is needed to completely understand the limits of the drainage issue and the costs associated with boring a new culvert under the railroad to alleviate this problem.	■			City / TxDOT	Chapter 2.0; Strategy 2.4.6
Develop fire station facility replacement program, schedule and budget for Fire Stations 1.	■	■	■	City	Chapter 2.0; Strategy 2.5.1
Commission a study to conduct a complete space and function needs assessment of all departments that should be collocated at a new City Hall complex.				City / Others	Chapter 5.0; Strategy 5.1.1

Programs and Projects	Years			Involved Entities	Chapter Reference
	1 - 2	3 - 10	10+		
<b>ACTIONS THAT REQUIRE ADDITIONAL STUDIES AND PROGRAMMATIC SUPPORT</b>					
Develop fire station facility replacement / relocation program, schedule and budget for Fire Station 2.	■	■		City	Chapter 2.0; Strategy 2.5.1
Prepare a program, schedule and budget for the eventual replacement of the Police Department facilities.				City	Chapter 2.0; Strategy 2.5.2
Prepare a program, schedule and budget for the renovation of the Old Armory Building to support the relocation of the Police Department's Emergency Operations Center (EOC), and the potential for a new training facility that can be utilized by the Fire and Police Departments.		■		City / HCSO (5)	Chapter 2.0; Strategy 2.5.2
The City should develop and adopt a Bicycle Mobility Plan for a complete, connected system of on- and off-street bike lanes along key arterials and collectors, where anticipated traffic speeds and volumes warrant their installation.	■			City / TxDOT	Chapter 3.0; Strategy 3.4.2
Prepare a Downtown master plan that is of sufficient detail to result in a regulating plan that illustrates the intended arrangement and form of development. This would include general lot and block arrangements, typical building footprints to reflect general character and scale, public spaces and activity areas, and contextual relationships with existing uses and adjacent properties.	■	■		City / Main Street Program / THC	Chapter 7.0; Strategy 7.2.1
Work with the Plainview / Hale County Industrial Foundation to identify and market Hale County Airport facilities to regional / national manufacturing, packaging, and distribution companies requiring warehousing and air transportation facilities.	■	■		City / Hale County / PHCIF (6)	Chapter 3.0; Strategy 3.1.1
Update and redevelop the Parks, Recreation, Trails and Open Spaces Comprehensive Master Plan (2006) to provide updates to planning priorities and changing demands; identify opportunities and constraints pertaining to cost, land ownership, and site conditions; and develop a comprehensive parks and facilities maintenance program.				City	Chapter 6.0; Strategy 6.2.1
Continue to provide Plainview residents, commercial, institutional and industrial water users with guides regarding how to conserve water. Update educational resources with information provided by the Alliance for Water Efficiency and other organizations that promote water conservation strategies and techniques.				City / AWE (7)	Chapter 2.0; Strategy 2.4.2
Support South Plains College, Plainview Extension's partnership with the Plainview / Hale County Industrial Foundation and other regional organizations to ensure college curricula caters to professional employment opportunities within the region; including the development of a certificate-based "basic skills educational program."	■			City / SPC (8) / PHCIF	Chapter 2.0; Strategy 2.6.5

**Acronyms**

- |           |   |
|-----------|---|
| (1) TCEQ  | Texas Commission on Environmental Quality     |
| (2) TPWD  | Texas Parks and Wildlife Department           |
| (3) TxDOT | Texas Department of Transportation            |
| (4) THC   | Texas Historical Commission                   |
| (5) HCSO  | Hale County Sheriff's Office                  |
| (6) PHCIF | Plainview / Hale County Industrial Foundation |
| (7) AWE   | Alliance for Water Efficiency                 |
| (8) SPC   | South Plains College, Plainview Extension     |



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COLLABORATIVE

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