

City of Brownsville Comprehensive Plan



SWOT Analysis and Strategies

Economic, Infrastructure, Social, Civic, and Environment Dimensions

Draft Final



City of Brownsville Comprehensive Plan

ECONOMIC DIMENSION

SWOT Analysis and Strategies

Households, Public and Private Sectors

Strategies

ECONOMIC - Households

Objective 1: Want consistent net growth in formal quality jobs with benefits created from sustainable and growing industrial sectors to accommodate population growth and be uniformly distributed throughout the community (consistent reduction in unemployment) by district and demographics

Objective 2: Want a better educated, bilingual and biliterate workforce with more diverse skills

Strategies	Comments
Develop and track an educational attainment indicator	
Develop degree programs targeted to emerging industries	
Build upon/expand on VIDA program	
Provide a full time "job bank" office for temporary jobs (see strategy under Social/Equity - Objectives 1 and 4)	
Develop system to guide/support post-graduate professional certification and professional advancement programs, especially for older students	
Develop incentives for bilingual programs	
Develop a program to aid local high-school graduates' transition into the workforce by creating public/private social venturing investments to provide training for local youth	
Investigate the expansion of English as a Second Language Programs and GED attainment programs. Develop strategies to eliminate barriers to participation in these Programs by providing child care options for GED candidates.	
Develop career paths and training programs for workforce entry for a variety of skill and education levels including low skill/low education population.	

Objective 3: Want to minimize "Brain Drain"

Strategies	Comments
Develop an internship program with a two pronged approach that will provide high school and college students internship positions within the local public and private sector of the community as well as a shadowing opportunity for teachers and professors to better orient them to the available local employment opportunities.	
Develop and implement a system to track high achieving local students after High School graduation and to recruit them after college to return to our community	

Objective 4: Want consistent reduction in number of discouraged unemployed individuals (Labor Participation)

Develop workforce strategy for young adults just entering the job market	
Organize community supported agriculture system to reduce food costs and increase access to locally produced agricultural products.	
Develop a job bank through a not for profit (ie: Cameron Works) for short-term work opportunities for people in transition, looking to supplement their income and to meet the needs of the community for special circumstances (disaster clean up) Returning individuals would be referred to job training options and long term employment assistance	

Objective 5: Want consistent growth in labor productivity (output per unit cost)

Objective 6: Want consistent net growth and distribution in formal household disposable income

Objective 7: Want consistent reduction in time and effort needed to find employment

Objective 8: Want affordable cost of living conditions (housing, utilities, taxes, etc.)

Strategies	Comments

ECONOMIC DIMENSION - PUBLIC SECTOR

Objective 1: Want positive and increasing net tax transfers with state and federal governments (e.g., increase federal and state funding)

Objective 2: Want a public sector that creates and utilizes local resources and conditions conducive to the strengthening of existing firms, and the recruitment of new employers for new local job creation.

Objective 3: Want all public sector services and capital improvements to be delivered and maintained in a sustainable, reliable and cost effective manner, and distributed fairly and equitably.

Objective 4: Want tax rate for all local taxing entities to be equitable, affordable and competitive.

Objective 5: Want to maximize public sector investment capacity (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts, etc.) and access capital at competitive rates.

Objective 6: Want all public sector entities (PUB, City, BISD, UTB, Port, BCIC, GBIC, drainage districts etc.) to be financially sound and sustainable.

Objective 7: Want all public sector service fees to be equitable, affordable and competitive.

Objective 8: Want public sector operations that recover, conserve and reuse natural resources and comply with environmental regulations.

Objective 9: Want to increase and diversify public sector income sources.

S.W.O.T. ANALYSIS

	Strengths	Weaknesses
I	Very large labor force	Mostly unskilled and young workforce
N		
T		
E		
R		
N		
A		
L		
	Opportunities	Threats
E		
X		
T		
E		
R		
N		
A		
L		

Strategies

ECONOMIC - Public

- Objective 1: Want positive and increasing net tax transfers with state and federal governments (e.g., increase federal and state funding)
- Objective 2: Want a public sector that creates and utilizes local resources and conditions conducive to the strengthening of existing firms, and the recruitment of new employers for new local job creation.
- Objective 3: Want all public sector services and capital improvements to be delivered and maintained in a sustainable, reliable and cost effective manner, and distributed fairly and equitably.
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- Objective 6: Want all public sector entities (PUB, City, BIRD, UTB, Port, BCIC, GBIC, drainage districts etc.) to be financially sound and sustainable.
- Objective 7: Want all public sector service fees to be equitable, affordable and competitive.
- Objective 8: Want public sector operations that recover, conserve and reuse natural resources and comply with environmental regulations.
- Objective 9: Want to increase and diversify public sector income sources.

Strategies	Comments
Maximize the state/federal tax transfer - Match the "per capita" income of Victoria, TX	
Increase the value of the tax base thru increased densification (zoning, nodes, clusters)	
Change State law to capture an increase of the % of district property taxes that are derived through increase in property value (supports education)	
Develop a Convention Center "Node" - Increases / attracts development of area - Increases tax revenues - Supports enhancing "quality of life" environment - University should support this effort by establishing degrees and programs of training that is directed to hospitality management and customer service	
Develop a community-wide program to enhance customer service/business etiquette and hospitality management within the region	
Develop a health cluster to bring all/some components of the LRGV Health Sciences Center to Brownsville - The community and university should develop collaborations and plans to support this effort	
Don't spend any more money than we have	
Encourage POB to expand profit-generating services (fee-based activities) - Water by the bottle sales - Trash recycling - Finance an industrial park that has recycling, refuse collection centers	
UTB is developing an International Trade Center with launch funds from the SBA. The strategy is to further develop Brownsville's trade mark and reputation as a globally recognized center for international business (strategic location, port, bridges, etc).	
The city conduct a marketing plan and decide what Brownsville is all about, its image and as a destination and place to live that will help promote the city, its history and natural resources.	
<i>Committee combined objectives 4,5,7 and 6&9</i>	

Strategies

ECONOMIC - Private

Objective 1: Want affordable and competitive commercial utility rates, local taxes, and lower production costs (having "shovel-ready" sites-moved from #2)

Objective 2: Want to minimize turnover of firms due to non-competitive local factors

Objective 3: Want consistent growth in number of high productivity/value firms in growing and sustainable sectors and in integrated and emerging industrial clusters that produce and export diversified products and services

Objective 4: Want firms to reinvest in the community (e.g., workforce training, general education, infrastructure, arts, environment, sports, etc.)

Objective 5: Want readily available access to affordable capital and Research and Development.

Objective 6: Want to create a culture of local entrepreneurship

Objective 7: Want to create incentive for existing and new firms to utilize local resources

Objective 8: Want consistent increases in local economic production (RGDP) - (creation of new firms and growth of existing firms)

Objective 9: Want a positive net regional export trade balance.

Strategies	Comments
Develop a Technology/Research park	
Create a program that will educate/train a skilled and needed workforce	
Incorporate the Port of Brownsville into the tax base	
Attract small to medium size manufacturing companies	
Enhance ability of university to work with area businesses to attract and train businesses that are attracted to Brownsville	
Define a plan to seek from Federal/State to support university and business collaboration	
Develop an industrial zone having: 1) special utility rates, 2) tax incentives, 3) appropriate supportive infrastructure (common design, buildings, utility supply, etc.)	
Develop a utility pricing structure to support the 10 largest commercial businesses and higher-wage industries	
Through taxing, and utility pricing, encourage manufacturing, industrial, and medical industries	
Develop a layer of zoning districts (clusters) that will encourage and plan future housing and industrial development <ul style="list-style-type: none"> - Develop a strategy of industrial/zoning clusters that would be a part of zoning plans for future - Will promote manufacturing/industry to the area - Promote integration of manufacturing, supply, marketing as a simple, sound structure 	
Identify the particular clusters and what is necessary to support them <ul style="list-style-type: none"> - Land use policy - Tax incentives - Supportive environment 	
Develop a broad community-based business expansion and retention taskgroup focused on identifying which manufacturing and industries to attract and support <ul style="list-style-type: none"> - Industry and public representatives could work together to define and support future development - Could serve as the center for cluster development (could be the agent for defining which cluster, how many, and where) - Should concentrate on manufacturing and industries that over time will trend the community upward... higher skilled, higher salaries... technology industry as an end-goal (vertical-expansion) <ul style="list-style-type: none"> - Support the current legislative effort to bring the LRGV Health Sciences Center/medical school to the LRGV, with Brownsville and the university playing a major role - Define future "clusters" 	
<i>Committee combined objectives 1,8 and 9; 2&3; 4-7</i>	



City of Brownsville Comprehensive Plan

INFRASTRUCTURE DIMENSION

SWOT Analysis and Strategies

Transportation, Drainage, Utilities and Telecommunications

INFRASTRUCTURE DIMENSION - TRANSPORTATION - SURFACE

Objective 1: Want sufficient regional/international, multi-modal surface transportation system capacity with adequate personnel and resources to obtain needed roadway ROW for expansion of the roadway network and to address congestion problems.

Objective 2: Want a well maintained and reliable regional/international, multi-modal surface transportation service system that is hardened against disaster related service interruptions uniformly throughout the community.

Objective 3: Want a multi-modal surface transportation service that is safe and convenient uniformly throughout the community.

Objective 4: Want a cost-efficient, financially sustainable, multi-modal surface transportation system that maximizes external funding sources, preserves the existing system's mobility, minimizes the need for new transportation investments and distributes life cycle costs among public and private sectors in an equitable manner.

Objective 5: Want a surface transportation service system that is an integrated part of an efficient and comprehensive regional/international multi-modal transportation and logistics system that promotes improved regional economic development and quality of life.

Objective 6: Want high consumer satisfaction with overall level of surface transportation service.

Objective 7: Want transportation user fees (including toll road and public transit fees) to be competitive, equitable, stable and affordable.

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Transit ridership is high		Funding 50% loss by 2010
	Largest transit system in the region		General fund issues
	Expansion to regional hub		No pavement management system
	Airport street management system in place		ROW budget is 0
	Street are there		Access management policy not being followed
	Hike and Bike trail		Logistics of container shipping
	Rail corridor		Working with UP
	Rail crossing into Mexico		No priority of streets
	Municipal transit system		Tendency to flood
			Lack of continuity
		Opportunities	Threats
E X T E R N A L	Potential to capture more riders		Transportation bill loss
	Airport S. Padre connection		Harlingen to S. Padre bus service
	Bi-National transportation authority		
	Cruse ships from port to Padre		
	Rail connection to airport		
	Conveyor system from port to airport		
	Signal system		
	I-69		
	Pavement management system		
	BRT		
	TOD		
	Expand use of free trade zone		
	Preserve rail corridor to airport		
HEB corridor to airport			
Speed up project development process			

Strategies

INFRASTRUCTURE - Transportation / Surface

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Strategies	Comments
BRT corridors throughout the City	
Commuter rail corridors in select areas - Preserve ROW to implement rail in the future	
ROW preservation - Manage existing ROW	
Develop an integrated computer system to manage development process	
Improve critical corridors such as Boca Chica, Prices Parades Line	
Lobby to include I-69 corridor connection	
Look into 1/2 cent sales tax for transit funding	
Further roadway projects into development process to have them in the pipeline for state and federal funding when it comes available	
Create a link to the N/S trail as a hike and bike facility	
Develop a complete streets program	
Develop a ROW management program	
ROW budget is 0 work to increase budget	
Improve ordinances to create a clear structure for roads	
TOD value capture to for public private partnerships	
Create a Bi-National Transportation Authority	
Create Multi modal connections between air, sea and port	
Prioritize transportation projects using a objective measurement system	
Investigate a trail conveyer system	

INFRASTRUCTURE DIMENSION - TRANSPORTATION - PORT

Objective 1: Want sufficient and well maintained national/international, multi-modal (liquid, bulk, container, barge, etc.) port system capacity (channel depth/volume, facilities, land, etc.) to meet current and future world market demands.

Objective 2: Want a port transportation system with expedited service routes to all major regional/national/international trade centers to be safe, hardened against disaster related service interruptions, predictable, reliable and convenient.

Objective 3: Want a port transportation service system that is an integrated part of an efficient and comprehensive regional/international, multi-modal transportation and logistics system that promotes improved regional economic development and quality of life.

Objective 4: Want a financially sustainable port system with efficient and competitive life cycle costs that maximizes external funding sources, has shipping and land lease fees that are competitive and equitable, and produces a suitable return on investment while distributing life cycle costs among public and private sectors in an equitable manner.

Objective 5: Want a navigation district tax rate that is competitive, affordable and equitable.

Objective 6: Want a port system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner.

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Deep water port		36' deep channel
	Overweight corridor		Can't accommodate a fully loaded vehicle
			Lack of cranes
		Opportunities	Threats
E X T E R N A L	Need 55' deep channel		Possible reroute of overweight corridor
	Develop port as a tourism area-cruise ship		Homeland security
	Oil field service port		
	Wildlife mitigation bank		

Strategies

INFRASTRUCTURE - Transportation / Port

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Strategies	Comments
Help port to leverage for deeper ship channel (55' deep)	
Preserve land use and corridors near port and airport	
Develop a property transfer policy- this would allow land owners to create wetland banks in exchange for developable property	

INFRASTRUCTURE DIMENSION - TRANSPORTATION - AIRPORT

Objective 1: Want sufficient and well maintained regional/international, passenger/cargo/general aviation air transportation and commercial leasing service systems capacity (e.g., protected airspace and approaches, parking, customs, baggage handling, runways, land, etc.) that meets community's current and future demands.

Objective 2: Want a conveniently located airport that provides sufficient and redundant flights/carriers to all major regional/national/international destinations safely, hardened against disaster related service interruptions, reliably and conveniently with competitive, expedited and predictable travel times.

Objective 3: Want an airport transportation service system that is an integrated part of an efficient regional/international, multi-modal transportation and logistics system that promotes improved economic development and quality of life.

Objective 4: Want a financially sustainable airport system with efficient and competitive life cycle costs, with sufficient and reliable capital capacity that maximizes external funding sources, with growing passenger/cargo/general aviation revenues and rents that are competitive and equitable, and that produces a suitable return on investment.

Objective 5: Want high consumer satisfaction with overall level of airport transportation service.

Objective 6: Want an airport system that recovers and reuses natural resources and complies with environmental and other applicable (FAA) regulations in a sustainable manner.

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Continental airlines strong		Buildings vacant on site
	Industrial park		Money stream for improvements
	Revenue per passenger is high		1 route to Houston
	24 hr customs statue-dual clearance		Evacuation plan is poor
	Funding from city/FAA funds		
	Continue drainage efforts from city		
		Opportunities	Threats
E X T E R N A L	Add Mexican low cost carrier		Harlingen airport cargo and passengers
	Add another domestic airline		
	Cargo dual customs clearance (like Miami)		
	GAA major repair facility		
	Capture S Padre tourism		

Strategies

INFRASTRUCTURE - Transportation / Airport

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Strategies	Comments
Grow City revenue at airport	
Create a transportation link to the port both road and rail	
Entice a second airline to the airport	
Create a work class airport	
Emergency evacuation plan needs improvement	

INFRASTRUCTURE DIMENSION - DRAINAGE

Objective 1: Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, has competitive, affordable user fees/tax rates dedicated to drainage, and distributes life cycle costs among private and public sectors in an equitable manner.

Objective 2: Want a comprehensive drainage management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development.

Objective 3: Want drainage management approaches that incorporates structural and non-structural measures that produce multiple benefits (e.g. drainage, environmental, aesthetic and recreational).

Objective 4: Want a sufficient, reliable, and well-maintained drainage capacity that reduces the net present value of current and future flood risk/damages up to the extent that the net benefits are maximized.

Objective 5: Want a drainage system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner.

Objective 6: Want high consumer satisfaction with overall level of service.

S.W.O.T. ANALYSIS

Strengths

Weaknesses

I N T E R N A L	Recent Increased cooperation between drainage entities	Small drainage budget relative to peer cities
	Use of Storage volume in resaca systems	CCDD has not CIP Budget
	City has flood mitigation plan in place	COB has no Drainage in Annual Budget
	Drainage District/Public Works has adopted maintenance plans	Limited ROW for ditch expansions/detention ponds
	Drainage District runoff regulations	for drainage
		Small scale drainage remedies
		Funding

Opportunities

Threats

E X T E R N A L	TWDB ?	Flat topography
	Levee enhancement	Poorly draining soils
	Maximize ROW/water transport potential	Significant sedimentation buildup in Resacas
		Proximity to coast - storm surge
		Rapid development
		Seasonal rain events - during droughts drainage is not priority
		Resaca maintenance access
		US Corp Resaca Project funding may be pulled

Strategies

INFRASTRUCTURE - Drainage

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Objective 5: Want a drainage system that recovers and reuses natural resources and complies with environmental regulations in a sustainable manner.

Objective 6: Want high consumer satisfaction with overall level of service.

Strategies	Comments
Create one Drainage Authority (CCDD and City of Brownsville)	<i>Coordinate with Port</i>
Create Capitol Improvement budgets for both CCDD and City of Brownsville	<i>CCDD raise taxes and COB create budget line item</i>
Begin purchasing land for future improvements	<i>Implement existing improvements listed in the COB existing flood studies</i>
	<i>Adopt policy to have all developments of less than 10-acres (example) purchase into a regional detention pond</i>
Avoid small scale detention ponds	<i>Larger developments purchase into the regional or construct</i>
Resaca Improvements	<i>Including dredging, road crossing improvements, weir control improvements (SCADA Controls)</i>
Storm Water Pump Station Auxiliary Power	<i>Both portable and fixed (propane generators)</i>
Development City GIS Department	
Improve NMD maintenance access	<i>Including ROW acquisition and ramp improvements</i>
Create Pre-Hurricane Preparation Plan	<i>Develop a procedure check list (coordinating with all entities) for hurricane preparation</i>
Begin and Complete Detention ponds	<i>Airport, Price Road, Towne North, CCDD No. 1, Ruiz Street Brownsville Country Club</i>
El Valle Detention Pond using AEP ROW	<i>Relieve Quail Hollow flooding</i>
US 281 Sand Pit Detention Pond	<i>Relieve US 281 flooding</i>
VICC Resaca Crossing Improvements	
Garden Park Outflow to the River	
Nopalitos Drain Improvements (Near Kmart - East of Pablo Kisel)	
Town Resaca relief to river using UP ROW	
Improve Fronton & Sam Perl outfall to River	
Longoria Estates	
Tie in Resaca de La Moranos to Resaca de Rancho Viejo	
Increase sump area at Impala Pump Station to maximize pumping capacity	<i>Include concrete lining drainage ditch from BPUB South WWTP</i>
Seek potential from FEMA and USDA for infrastructure projects	
Use drainage ditch and Resaca ROWs for walking trails	

INFRASTRUCTURE DIMENSION - UTILITIES - WATER / WASTEWATER / ELECTRICAL

Water

Objective 1: Want a reliable water system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe water at sufficient pressures with acceptable sector characteristics uniformly throughout the community.

Objective 2: Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees/tax rates that distribute life cycle costs among private and public sectors in an equitable manner.

Objective 3: Want a water system that encourages efficient consumer use, uses alternative sources of water, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner.

Objective 4: Want sufficient and well maintained water service system capacity that meets current and future consumer demands uniformly throughout the community.

Objective 5: Want high consumer satisfaction with overall level of service.

Objective 6: Want a comprehensive water management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development.

Wastewater

Objective 1: Want a reliable wastewater treatment system, hardened against service interruptions due to natural and manmade disasters, that discharges environmentally safe wastewater and sludge uniformly throughout the community.

Objective 2: Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner.

Objective 3: Want a wastewater system that recovers and reuses wastewater, residuals and natural resources, and complies with environmental regulations including the compliance of commercial and industrial user discharges in a sustainable manner.

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Electrical

Objective 1: Want a reliable electrical system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe electricity with acceptable sector characteristics (stable voltage and frequency) uniformly throughout the community.

Objective 2: Want a financially sustainable operation with efficient and competitive life cycle costs and maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner.

Objective 3: Want an electrical system that encourages efficient consumer use, uses alternative sources of energy, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner.

Objective 4: Want sufficient and well maintained electrical capacity that meets current and future demand uniformly throughout the community.

Objective 5: Want high consumer satisfaction with overall level of service.

Objective 6: Want a comprehensive electrical management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development.

S.W.O.T. ANALYSIS

	Strengths	Weaknesses
I N T E R N A L	Capacity	Inefficient use of existing capacity
	Publicly owned utility	Lack of transfer / interconnectedness
	Rates	Survivability
	Brackish water desal plant	Internet capacity is weak (particularly equity issues)
	Opportunities	Threats
E X T E R N A L	Interinstitutional cooperation would help	Survivability (elec, telecom) during hurricane
	Integration of existing resources	Environmental impacts of desalination
	Establishment of regional utility management organization	Drought
	Alternative / renewable energy source utilization	Deforestation and Desertification of coastal areas (blowing dust/sand)
	Demand management (conservation)	
	Weir project	
	Ocean Water Desal plant development	
Water right conversion from agricultural to municipal		

Strategies

INFRASTRUCTURE - Utilities / Water

Water

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Electrical

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Strategies

Comments

Implement Approach #2 (Regional Approach) from the Brownsville Regional W/WW Master Plan (Approach 2 of 3)

W/WW - need to weigh benefits and costs - water is easier than ww

Investigate costs/benefits of various larger-scale/long term projects including weir, brackish desal., renewable energy

Goal of an optimized, efficient, reliable, redundant conjunctive use strategy combining surface water, brackish groundwater, and saline ocean water.

Search for alternative start-up funds for projects

real problem here (they are decent). It is the ratio of rates to average income.

Develop benchmark data to address utility rates

Implement and investigate energy efficiency strategies for low-income housing

- Cameron Works to develop energy efficient, low-income housing.....

Develop ordinance for new construction HERS Ratings of 85% for ALL new construction

Including higher income homes (greater return for investment for larger homes)

Investigate and implement additional below ground transmission lines

Reliability post-storm event

Develop and maintain adequate energy utilities for high priority, critical consumers such as hospitals, emergency response, telecom, pumps, etc.

Pumps - both water supply and flood control

Investigate regional opportunities for renewable energy and external funding opportunities for immediate/future use

Possibly coupling desalination with renewable energy site (use solar and/or wind to power desal plant?)

Create tax incentives for home-scale solar and wind power

Strategies

INFRASTRUCTURE - Utilities / Water

Strategies	Comments
Ordinance/tax-incentives for rain garden/ emergency use cisterns for home-scale neighborhood water applications	<i>Cisterns for use post-hurricane</i>
Water re-use applications	<i>Wasterwater for irrigation of non-consumable agriculture / resaca water level regulation, etc.</i>
Cooperate with existing storage and diesel stores for X days for everyday use - hospitals, police, telecom, pumps, etc.	
Investigate and improve tiered pricing for water use	<i>Currently exists for PUB, but improve?</i>
Develop a strategy (lobbying) to guard against deregulation of energy markets	
Increase demographic Studies for demand side study / planning / etc.	
Diminish use of coal-generated electricity	<i>Anticipation of carbon taxes</i>

INFRASTRUCTURE DIMENSION - TELECOMMUNICATIONS

Objective 1: Want diverse providers which provide sufficient and well-maintained telecommunication services capable of meeting current and future consumer demands throughout the community.

Objective 2: Want a reliable telecommunications system, hardened against service interruptions due to natural and manmade disasters, that has acceptable sector characteristics (sufficient bandwidth, clarity, minimal dropped signals, etc.) distributed throughout the community.

Objective 3: Want a comprehensive telecommunication management entity that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development.

Objective 4: Want financially sustainable public and private sector providers with efficient and competitive life cycle costs, which maximize external funding sources and distribute life cycle costs equitably among public and private sectors.

Objective 5: Want high consumer satisfaction with overall levels of service and have user fees/tax rates competitive and affordable.

Objective 6: Want public and regulated telecom providers to comply with environmental and other applicable regulations in a sustainable manner (e.g. enforcement).

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Location on Border with port and airport - Providers may expand its customer market to Mexican customers (e.g. Maquiladoras)		Demographics not supporting computer ownership, high speed internet access and affordability-35% of dial-up users nationally said they will switch to broadband if prices fall
	Bilingual/Bicultural Population- Opportunity for serving Hispanic and Spanish speaking markets		Local economy lead by health care, retail, accommodation and food, manufacturing, and construction industries- not high tech
	Broadband providers (more than 7)		Only 1.4% of employment in information industry
	Standard prices by national companies		Limited computer equipment in schools (<half per student)
	University and College located on city- Great source of skilled labor force and research specialists		Not a technology usage culture in population- Not regular for students, small businesses, pay bills, etc..
	City investment in Wi-Max / Wi-Fi		Schools with low computer interaction/practice - students/teachers homework, assignments, tutoring, discussion forums, etc.
	Extensive experience in Manufacturing- High tech software/manufacturing firms may found attractive the local industrial experience, policies and processes to relocate here and its easy /cost		No redundant infrastructure to support reliability and disaster/emergency circumstances (e.g. Dolly)
	Young population trend-with median age decreasing (currently at 27.2yrs and expected to be 27.1 in 2012). Assuring good labor		Insufficient local programs to increase computer literacy and computer ownership
	Business climate		Very few patents developed in South Texas- 0.9% of all TX patents, and 0.04% of all state IT/Telecom patents (1990-2003)
	Low cost of living and doing business		Brain Drain for not sufficient/attractive Information/Comp. Sciences job market - and underemployment
	Distance education increasing- On-line courses/degrees offered by UTB may increase demand of reliable and fast broadband		Unsuifficient hotspot areas for public wireless internet access
	Income group earning more than \$50K is expected to increase, those earning >\$100k will grow faster- High income is tied to internet usage and advanced technologies and services		Limited Regional Bandwidth
More population with advanced degrees is expected- Education level is tied to technology usage and advanced telecom services			
		Opportunities	Threats
E X T E R N A L	Technology tools and telecommunications growing and expanding rapidly		IT/telecom industry demands for highly skilled technical workforce
	System software design trend and the Convergent Technology Initiative statewide		Outsourcing/offshoring of local companies to overseas (e.g. China, India)
	Widespread broadband deployment and rapidly growing/expansion of wireless technologies		State patents and research in technology concentrated in other cities - most patents are developed in Austin, Dallas, Houston, and San Antonio
			technologies- FCC Broadband at 200 Kbps for up and download. (addressed by the President and CEO of the National Cable and Telecommunications Association)
	Distance education/training trend- online degrees/training		Technology keeps continuously changing- increasing technology and training costs, and the risk of obsolescence
	Grants/funding opportunity available for infrastructure (e.g. TIF)		Households with broadband decreased 3% for households earning < than \$20,000 nationally (from 28% on March 07 to 25% on March 08)
	Grants/funds opportunities available for disadvantaged population (e.g. TUSF)		Reasons by non-broadband users for not using the service including availability, price, and lack of interest
	Telecommuting, home offices and mobile workers trend -may increase high-speed internet service		Low internet usage among Latinos (56%) compared to 71% of non-hispanic whites and 60% of non-hispanic blacks
Texas Institute for Education Reform (TIER) and its plan to establish a virtual/electronic high school program for all TX students		Latinos that predominantly speak Spanish and bilingual use less internet (32% and 76%)	
Trends for online video, news, gaming, VOIP, etc.- Heavier usage by young people (age 18-34)		Infrastructure of Telecommunications	

INFRASTRUCTURE DIMENSION - TELECOMMUNICATIONS

EXTERNAL

The Broadband Census of America Act of 2007 bill- for accurate national/state/local information	Latinos of Mexican descent are among the less likely groups to use internet (52%)
Outsourcing and offshoring to low cost regions trend	% Latinos without high school are more (41%) - 10% whites and 20% of blacks - usage is uniformly low for the these groups (31%, 32%, and 25%)
Extensive focus on security: cybersecurity, homeland and border, and information security	Latinos are less likely to have broadband internet connection at home (29%)
Computer hardware and software - two of the largest and fastest growing areas of patenting in TX	
Declining cost of Broadband- 4% lower in April '08 than 2005- monthly dial-up bills have increased 9%. Average monthly broadband	
DoD Info operations and info security, military R&D, bioinformatics, GIS, GPS - San Antonio and South TX	
TX Venture capital investment- 20% in telecom and 29% in IT (state consistently ranking 5th or 6th in VCI)	
Growth of knowledge-based industries	
TTI-Texas Technology Initiative on advanced technologies- Advanced Energy, Biotechnology, Information Technology/Wireless, Micro-Electro-Mechanical System (MEMS), Nanotechnology and SSAT- State Strategy on Advanced Technologies and the industry clusters state initiative (advanced technology and manufacturing, aerospace and defense, biotechnology and life sciences, energy, information and computer technology, and petroleum refining and chemical products clusters)	
Increased intermodal competition in telecom markets- traditional telephone companies competing with wireless telephone, satellite, and cable companies (will potentially compete in the future with electrical companies with the BPL-Broadband over Power Line)	
Deregulated market- PUC no longer has regulatory authority over approximately 70% of the local telecom lines in TX	
Telecom/technology industry highly interacting with other industries/areas- need to leverage innovation and collaboration	
Large investment in TX in communications, computer programming & design, computer equipment & communications and radio & TV equipment (almost \$10 billion 2002-2004)	
Computer software and hardware patents are two of the largest and fastest growing patenting areas in TX. Computer hardware growth is much higher than national average (151%)	
IT/Telecom patents represent 24% of all state patents	
Telecom patenting in TX has increased at a higher rate (185%) than national (98%)	
Trend for Internet Protocol TV (IPTV) - Traditional TV substitute	
Broadband adoption is 55% of all adults- Higher for youth, those with College +, and high income levels	
Protocol), Satellite Access, Broadband over Power Line (BPL), WiMAX (Worldwide Interoperability for Microwave Access), Ethernet - Metropolitan Area Networks (for multiple Buildings), Very High-speed Digital Subscriber Line(VDSL)	

Strategies

INFRASTRUCTURE - Telecommunications

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Objective 5: Want high consumer satisfaction with overall levels of service and have user fees/tax rates competitive and affordable.

Objective 6: Want public and regulated telecom providers to comply with environmental and other applicable regulations in a sustainable manner (e.g. enforcement).

Strategies	Comments
Develop regional strategic plan to address current and future needs of telecom	<i>lines (AT&T, TWC, OTS as providers / UTB, BISD, County, Hospital as biggest customers</i>
Increase demand and/or use of internet to justify another large bandwidth pathway to region	<i>Low cost computers? / Wireless hubs? / increase free wifi hot spots around city?</i>



City of Brownsville Comprehensive Plan

SOCIAL DIMENSION

SWOT Analysis and Strategies

Equity, Public Safety, Healthcare, Education, Land Use and Downtown

Strategies

SOCIAL - Equity

Objective 1: Want sustainable increases in the number of individuals and families earning a living wage.

Objective 4: Want sustainable reduction in the number of individuals and families below the poverty line.

Strategies	Comments
No public money incentives will be paid to companies that do not pay living wages. Living wage clause will be included in municipal purchase contracts. All contracts awarded by the municipality (or by public entities in Brownsville) would require contractors and all sub-contractors to pay living wages to employees. For new business, bidding credits will be awarded to bidders that pay living wages. A bidder that pays living wages would get a credit in their submitted bid equal to a specified percentage of the submitted bid. The effective bid would be equal to the submitted bid minus the credit	
Promote outreach and assistance to low income workers to claim the Earned Income Tax Credit to bring in millions of dollars going unclaimed and assist families to move above poverty	
Pursue the development of public/private social venturing programs to address issues such as homelessness, job training, opportunities/career development for youth, first time employees, people with disabilities and hard to employ individuals	
No public money incentives will be paid to companies that do not pay living wages. Also need to tie living wage requirements to all recruitment, retention, expansions, contracting, etc. to any company using public funding	
Promote outreach and assistance to low income workers to claim the Earned Income Tax Credit to bring in millions of dollars going unclaimed and assist families to move above poverty	
Pursue the development of public/private social venturing programs to address issues such as homelessness, job training, opportunities/career development for youth, first time employees, people with disabilities and hard to employ individuals	
Promote strategic evaluation (ROI) for CDBG annual allocations	
Research equitable access to public benefits to ensure workers can work. Benefits that support work include: Children's Insurance, TANF, subsidized daycare, food stamps, and housing	

Objective 2: Want equal access to affordable housing.

Strategies	Comments
Identify number of affordable housing units needed. Develop and track an affordable housing production indicator that reports the annual number of affordable housing units produced within the City	
Increase the capacity of affordable housing corporations to deliver housing products that meet the need of the community. Conduct a Conditional Assessment of Housing Need to determine general housing needs, rehabilitation needs and housing needs of elderly	
Pursue green/affordable housing programs opportunities	

Objective 3: Want equal access to low cost banking/financial services.

Strategies	Comments
Develop alternative loan program to assist working families. Complete a feasibility study and develop a program to meet the need of the community	
Pass ordinance requiring full disclosure of cost and fees associated with Pay Day and refund anticipation loans	
Provide outreach assistance to promote financial education opportunities and provide alternatives to payday loans. Encourage educational institutions to incorporate financial education into their curriculum	

Objective 5: Want sustainable increases in household net worth (e.g. reduce debt and increase savings).

Objective 6: Want equal access to quality health care services, public sector services and infrastructure, (private and public) education.

Objective 7: Want equal access to political process and legal assistance, including immigration issues.

SOCIAL DIMENSION - PUBLIC SAFETY- FIRE & EMS

Objective 1: Want sufficient, reliable, rapid-response Fire/EMS resource capacity (e.g., ambulances, fire trucks, dual facilities, etc.) to reduce related loss of life and property damage uniformly throughout the City

Objective 2: Want a safe, stable (minimal employee turnover), qualified (trained and certified), sufficient workforce to provide adequate response times throughout all areas of the City, to match facility requirements and to provide high consumer satisfaction with overall level of Fire/EMS department services uniformly throughout the City

Objective 3: Want to prevent fire/EMS related loss of life and property damage by increasing public's awareness of safety and building codes, and by conducting fire inspections, fire investigations and enforcing fire codes.

Objective 4: Want a Fire/EMS department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations

Objective 5: Want Fire/EMS services to be cost-efficient and with user fees/tax rates that are affordable and equitable

S.W.O.T. ANALYSIS

Strengths		Weaknesses	
I N T E R N A L	Retention of certified employees	Need new facilities to meet response time demands	
	Quality of certified employees	Facility placement – older, downtown stations too close together	
	Training programs	Fire/EMS budget per capita lower than peer cities (McAllen)	
	Largely bilingual workforce		
	Competitive pay and benefits		
	Low rate of traffic fatalities		
Opportunities		Threats	
E X T E R N A L	Public Outreach/education	Large increase of "daytime" residents that cause drain of resources	
	Partnership with UTB/TSC for training and recruitment	Emergency response times	
	External funding opportunities?	Must respond to calls outside city limits – can't put facilities out of city limits – affects response times	
	Public/Private partnerships	Keeping up with changes in technology with a limited budget	
		Infrastructure	
		Lack of public awareness in regards to traffic/emergency vehicles procedures (getting out of the way)	

Strategies

SOCIAL - Public Safety / Fire & EMS

Objective 1: Want sufficient, reliable, rapid-response Fire/EMS resource capacity (e.g., ambulances, fire trucks, dual facilities, etc.) to reduce related loss of life and property damage uniformly throughout the City

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Objective 4: Want a Fire/EMS department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations

Objective 5: Want Fire/EMS services to be cost-efficient and with user fees/tax rates that are affordable and equitable

Strategies	Comments
Build new facilities proposed by Fire/EMS in southeast and northwest quadrants of City	<i>Priority</i>
Hire additional, trained and qualified personnel to staff new facilities and allow for response times to be met	<i>Priority</i>
Redesignate St. Charles Fire Station to strictly an EMS station and move personnel to new facilities	<i>Priority</i>
Develop a maintenance and upgrade/replacement program for trucks and equipment	
Public education/outreach programs on fire safety/first aid/traffic procedures in presence of emergency vehicles	
Maintain/upgrade (as needed) radio interoperability (police/fire/EMS/other agencies) - address P25 federal mandate	
Analyze impact of speed bumps/road humps on Fire/EMS operations versus the benefit of reduced speeding	
Create a true partnership with UTB/TSC to exchange training opportunities with Fire/EMS for reduced rates at UTB/TSC (see Laredo, El Paso programs)	

SOCIAL DIMENSION - PUBLIC SAFETY- POLICE

Objective 1: Want sufficient police per capita and a safe, stable (minimal employee turnover), qualified (trained and certified), sufficient workforce per capita to match facility requirements.

Objective 2: Want sufficient, reliable, rapid-response Police department resource capacity (e.g., central facilities, community network centers, equipment, etc.) to reduce violent and property crime rates (e.g., car thefts, sexual assault, crimes against children, family violence assaults, juvenile delinquency, robberies) uniformly throughout the City, but especially in high priority areas (e.g., schools, large commercial centers) to meet current and future demand

Objective 3: Want to prevent crimes by increasing public's awareness of police department resources and capabilities and prevention techniques.

Objective 4: Want high consumer satisfaction with overall level of police department services uniformly throughout the City

Objective 5: Want Police department services to be cost-efficient and with user fees/tax rates that are affordable and equitable

Objective 6: Want a Police department that uses, reuses and recycles natural resources in a sustainable way and complies with applicable environmental regulations

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L			Standards(1.8) - Would need to hire 72 to get to a 1.8 ratio of sworn officers per 1000
	Retention bonus		
	Employee Growth opportunities more than surrounding departments		Lack of qualified applicants
	Have Community Network Centers - Out in the community - Citizen Police Academies – English and Spanish - Explorer Program (Scouts)		Overcrowded Police Building and Parking - Age of Facility
	Police Service Announcements to inform public Good Communications/Dispatch (Tested under duress recently) - Radio interoperability		Logistics (staffing)
		Opportunities	Threats
E X T E R N A L	Possibly add a new north community network center		Low public Interest factor*
	Federal homeland money possibly available for communications EOC relocation		Hiring away to other agencies -BP, ICE, DHS
	Continued partnership with Insurance and Alarm companies		Crime Rates*
	Look at accepting lateral transfers without testing		Safety for Officers if off site parking
	Investigate Alternate fuel vehicles –nitrogen in tires		Natural Disasters*
			Flood plain "management"
			Crime tactics change as soon as PSA warn public

Strategies

SOCIAL - Public Safety / Police

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Strategies	Comments
Ordinances for developers to encourage sidewalks enforce accessibility requirements of State and ADA.	
Review/Benchmark services provided by city – comparative sized communities – TML has format/reports on such studies	
Encourage more recycling opportunities at all COB facilities	
Maintain/upgrade (as needed) radio interoperability (police/fire/EMS/other agencies)	
Investigate potential parking opportunities at main facility	
Consider having some patrol shift at community network centers to move that parking to those sites and reduce parking needs at the main station.	
Consider smaller sized buses during low peak times to save energy	
Use of network center in nodal village based development	
Look at benefits, pay, retention bonus(es) and longevity pay comparison to where officers are going.	
Look at a lateral entry program to capture qualified applicants who can skip preliminary testing.	
Increase parking for fleet and personal vehicles at main station	
Ensure sufficient size of facilities for current and future growth	
Possible separation of enforcement and administration/support to give more room for enforcement at main building	
Review of flood plain management guidelines	
Permanent EOC location preferably near communications (dispatch)	
Desk top drills for EOC... disaster (natural and man-made)	
More outreach programs for PSA, training, citizens' police academy, high school and community college training.	
Renovations of existing facilities, expansion of existing facilities vs. additional or new facilities.	
Implement technological advancements in fleet vehicle – wireless, alternative fuel etc.	

Strategies

SOCIAL - Healthcare

Objective 1: Want sustainable improvements in preventable health conditions (i.e., mental health, substance abuse and addiction, diabetes, obesity, high risk O.B. care, cancer (i.e., breast, liver, cervical, colon and prostate)) to be distributed uniformly and equitably to all residents.

Strategies	Comments
Develop and maintain a health policy advisory group for the City of Brownsville	<i>Su Clinica received grant monies from the state that can be used to develop this health advisory policy group.</i>
Develop an inventory of what education and activities we currently have in place through schools, universities, churches, hospitals, clinics, non-governmental organizations, etc. Coordinate activities through these groups	<i>CATCH program and other programs</i>
Promote affordable fruits & vegetables through community gardens and farmers markets	<i>School of Public Health and Healthy Communities of Brownsville working and developing a plan.</i>

Objective 2: Want to increase access to health services for all by increasing the insured population and increasing access to health services of the uninsured.

Strategies	Comments
Develop and coordinate a group of agencies and volunteers to help people qualify, enroll or the re-enrollment of public funded insurance and referral to other healthcare resources such as health departments, federally qualified health service, university and school clinics	<i>Use any volunteers we currently have available through Su Clinica, SPH promotoras, HCB, etc.</i>
Support of applied research that will address local health issues and interventional strategies to reduce preventable health conditions	<i>Expansion of federally qualified health services. Incentives for behavioral changes/compliance</i>
Use the data from the research studies to influence political decisions	

Objective 3: Want sufficient primary and preventative, secondary and tertiary health personnel and support services to meet current and future demand in an appropriate, convenient and reasonable setting.

Strategies	Comments
Look for ways to enhance the recruitment and retention of quality faculty involved in teaching and research in the allied health profession.	<i>What are the standard ratios of nurses, physicians, medical facilities, etc for a city our size and what is our current status.</i>
Work with the city and local medical facilities to promote regional health informational electronic medical records	

SOCIAL DIMENSION - EDUCATION

Objective 1: Want every high school student to graduate.

Objective 2: Want every high school student who graduates to have the necessary skills and attributes to begin a career or to pursue post secondary education.

Objective 3: Want every high school graduate to be bilingual, biliterate, civically engaged and an employable life-long learner.

Objective 4: Want sustainable increases in the percentage of our Brownsville residents to enter college and graduate.

Objective 5: Want every elementary / middle school student academically prepared for high school.

Objective 6: Want a local educational system that is committed to achieving the best educational and workforce skill levels anywhere in collaboration with the private and public sectors of our community.

Objective 7: Want all families actively participating and have their participation welcomed through the secondary level of our education system.

Objective 8: Want quality schools that are safe, well-maintained and orderly with professional, trained and certified teachers utilizing the latest technologies to meet current and future educational demands.

Objective 9: Want cost efficient and affordable delivery of quality local pre K-12 and post secondary education (as compared to peer groups).

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	University of Texas at Brownsville		Digital divide among social class & age groups
	Community college – Texas Southmost College		Lack of community awareness of the value of strengths (1, 2, and 3)
	University and community college's partnership		Lack of preparation of students upon high school graduation
	Public library (100,000 plus library cards to date)		Educational financial burdens on students and families
	Public school outside financing of over 1/4 of a million annually (also a threat, it could go away any given day)		Governing bodies (over-politicized institutions)
	50,000 elementary and middle school students		Demographic prejudices from other regions/lack of community self-esteem
	Highest teacher retention percentages in the nation		High degree of debt incurred for a degree
	7,500 B.I.S.D. employees		Financial illiteracy
	Safest school system in the state (largest school district owned police department in Texas)		Lack of investment
			High operative costs of library
		University dependent on UT Austin validation (the bastard child at the family reunion)	
		Port of Brownsville district belongs to Port Isabel ISD	
		Opportunities	Threats
E X T E R N A L	Private enterprise (business incubators, workforce training programs, cluster analysis synchronization with degree programs etc.)		More attractive cities
	Regional possibilities (partnerships and exchanges) in both nations		Brain and youth drainage
	Medical schools (needs a quality hospital)		Competitiveness of other cities
	Managed healthcare		Lack of awareness of potential of Brownsville strengths (city marketing wise)
	Recuperating Port of Brownsville district from Port Isabel ISD		
	Doctoral Programs		

Strategies

SOCIAL - Education

Objective 1: Want every high school student to graduate.

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Objective 9: Want cost efficient and affordable delivery of quality local pre K-12 and post secondary education (as compared to peer groups).

Strategies	Comments
Create a highly visible (pro-active, non-adversarial, enlightened & convening) organization whose mission will be authorizing and organizing business-educational relationships	
Explore the library's potential, as the opportunity of the digital divide has drawn people to the library in record numbers. Microsoft, Dell etc., to have an educational empowerment contribution to this institution. (Remote access, WiFi etc.)	
Rapidly assess the possibility of reacquiring the Port of Brownsville district from Port Isabel ISD	
Strengthen programs of cooperation with Universidad de Tamaulipas, Monterrey TEC, and other regional universities to enhance UT Brownsville's international influence and reach	
Design career programs to have a mid-term technical degree (example: book keeper to the CPA program, CAD draftsman to the Architectural program, Topographer to the Civil Engineer program etc.)	
Coordinate future BISD schools and facility locations with the City of Brownsvill land use and utility infrastructure plans to minimize overall development and transportation costs	
Develop multi-use facilities (e.g. parks, event center, etc.) that are shared with other public entities (e.g. UTB, BISD, City, BEDC, etc.)	
Expand the TSC/BISD dual enrollment program	
Develop and participate with community inter-institutional planning to accomplish education and community goals	

SOCIAL DIMENSION - LAND USE - NEIGHBORHOODS, COMMERCIAL & HOUSING

Neighborhoods

Objective 1: Want to increase the supply of livable, master planned, neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards.

Objective 2: Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing planning and zoning regulations as well as city ordinances.

Objective 3: Want to preserve and protect existing green spaces and waterways especially resacas.

Objective 4: Want sufficient and linked parks/trails/open space to meet community demand.

Objective 5: Want a parks department that is cost efficient, maintains its natural and man-made infrastructure, and provides a high level of consumer satisfaction with affordable and equitable fees.

Objective 6: Want to manage residential growth so that the life cycle costs of public infrastructure, are cost efficient, equitably distributed within the community, and do not penalize or favor either existing neighborhoods, new in-fill development or new outside development

Objective 7: Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.

Commercial

Objective 1: Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure, and that do not negatively affect incompatible land uses.

Objective 2: Want sufficient commercial/industrial zoned land with well maintained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development

Objective 3: Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.

Housing

Objective 1: Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout City, but especially downtown.

Objective 2: Want housing to meet at least minimal standards, including applicable city codes, and minimal lot and livable space requirements uniformly throughout the City.

Objective 3: Want sufficient and dependable supply of housing units to meet community's demand throughout the City's residential zones.

Objective 4: Want government sponsored housing organizations to be operated in a cost efficient manner with proper oversight and accountability and with housing distributed throughout the city in an equitable manner.

S.W.O.T. ANALYSIS

	Strengths	Weaknesses
I N T E R N A L	Mall revenue is high	Low to moderate income mix
	Alton Gloor and 77 large commercial zone	NIMBY syndrome
	Opportunities	Threats
E X T E R N A L	Form code for development	Cost of development
	Focus development near major intersections	Low income housing served
	Housing focused on quality land	
	Multi modal transport system	

Strategies

SOCIAL DIMENSION - Land Use - Neighborhoods, Commercial & Housing

Neighborhoods

Objective 1: Want to increase the supply of livable, master planned, neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards.

Objective 2: Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing planning and zoning regulations as well as city ordinances.

Objective 3: Want to preserve and protect existing green spaces and waterways especially resacas.

Objective 4: Want sufficient and linked parks/trails/open space to meet community demand.

Objective 5: Want a parks department that is cost efficient, maintains its natural and man-made infrastructure, and provides a high level of consumer satisfaction with affordable and equitable fees.

Objective 6: Want to manage residential growth so that the life cycle costs of public infrastructure, are cost efficient, equitably distributed within the community, and do not penalize or favor either existing neighborhoods, new in-fill development or new outside development unfairly.

Objective 7: Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.

Commercial

Objective 1: Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure, and that do not negatively affect incompatible land uses.

Objective 2: Want sufficient commercial/industrial zoned land with well maintained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development strategies.

Objective 3: Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements.

Housing

Objective 1: Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout City, but especially downtown.

Objective 2: Want housing to meet at least minimal standards, including applicable city codes, and minimal lot and livable space requirements uniformly throughout the City.

Objective 3: Want sufficient and dependable supply of housing units to meet community's demand throughout the City's residential zones.

Objective 4: Want government sponsored housing organizations to be operated in a cost efficient manner with proper oversight and accountability and with housing distributed throughout the city in an equitable manner.

Strategies	Comments
Create an automated computer development, permitting process	
Develop an affordable housing policy	
Create an ordinance to encourage Smart Housing developments	

SOCIAL DIMENSION - DOWNTOWN / CULTURAL

Objective 1: (Downtown revitalization) Want a revitalized downtown consisting of an economically thriving and creative cultural district recognized as an international attraction and the preeminent historic and entertainment destination of the Rio Grande Valley.

Objective 2: (Historic Preservation) Want to capitalize on Brownsville's significant history, recognize it as our most valuable cultural asset, promote its appreciation, and protect, restore and conserve all of Brownsville's historic locations, structures and neighborhoods.

Objective 3: (Arts and Entertainment) Want to expand the quantity, diversity and quality of cultural offerings, fine arts education, support for entertainment-based jobs and enterprises, and develop sustainable venues and programs that showcase our cultural wealth worldwide.

S.W.O.T. ANALYSIS

Strengths		Weaknesses		
I N T E R N A L	Cultural Arts			
	Capitol Theater development plan		Vacant/unmaintained El Jardin Hotel	
	International and B&M bridges		Inconvenient vehicular access and insufficient parking	
	Rio Grande River/Hope Park		Lack of positive urban space	
	El Jardin Hotel Prominence		Majestic Theater alterations	
			Lack of complimentary enterprises	
	Market Square			
	Market building and cathedral prominence		Decreased activity from multi-modal relocation, marginal after hours activity	
	Relocation of BUS facilities to multi-modal center		Inconvenient vehicular access and insufficient parking	
	Historic architectural character and enhanced streetscape		Vacant upper floors	
	Rate of adjacent ground floor occupancy			
	Courthouse			
	Exemplary historic courthouse architecture		Undevelopable land (historic burials)	
	Original historic jail building		Weak edges forming the square	
	Employment and visitor activity		Disparity of conditions between courthouse and neighborhood	
	County Courts			
	Constitutional and justice theme		Expanse and character of surface parking	
	County courts building prominence		Condition and character of jail facilities	
	Weekday employee and visitor population			
	Surrounding residential land use			
	Historic jail building			
	Border Trade			
			Condition of Buena Vida neighborhood	
			Expanse and character of surface parking	
		Condition and character of jail facilities		
Gateway North				
Prominence of international boulevard		Multiple driveways and curbless parking areas		
Well-proportioned street width and alignments		Automobile dealerships		
		Hostile pedestrian environment		
		Signage clutter		
Opportunities		Threats		
E X T E R N A L	Cultural Arts			
	Cross border traffic		DHS border fence	
	Regional arts and entertainment market		National brand homogenization	
	West loop access			
	Outside developer interest			
	Market Square			
	Core historic civic center		Wayfinding and character of approach	
	Regional heritage/cultural tourism		Regional heritage tourism competition	
	Upper floor adaptive reuse			
	Eleventh street transit corridor (Market square, Courthouse and County Courts)			
	Courthouse			
	Cultural and heritage tourism market		Lack of wayfinding	
	County Courts			
	Capacity for office and residential mixed-use development - near county courthouse, other areas		Negative Association with jail activity	
			Condition of residential neighborhood near county courthouse	
	Gateway North			
UTB/TSC investment in campus frontage enhancements				
Redevelopment of international boulevard frontage properties				

Strategies

SOCIAL - Downtown / Cultural

Objective 1: (Downtown revitalization) Want a revitalized downtown consisting of an economically thriving and creative cultural district recognized as an international attraction and the preeminent historic and entertainment destination of the Rio Grande Valley.

Objective 2: (Historic Preservation) Want to capitalize on Brownsville's significant history, recognize it as our most valuable cultural asset, promote its appreciation, and protect, restore and conserve all of Brownsville's historic locations, structures and neighborhoods.

Objective 3: (Arts and Entertainment) Want to expand the quantity, diversity and quality of cultural offerings, fine arts education, support for entertainment-based jobs and enterprises, and develop sustainable venues and programs that showcase our cultural wealth worldwide.

Strategies	Comments
GENERAL- Cultural Arts, Market Square, Courthouse and County Courts areas	
Infrastructure improvements and streetscape enhancements	<i>public</i>
Parking structure with ground lease commercial space	<i>public/private</i>
Adaptive reuse	<i>private</i>
Cultural Arts	
Develop a performance plaza	<i>public</i>
West Loop Extension	<i>public</i>
Eleventh St. transit corridor	<i>public</i>
Capitol Theater	<i>public/private</i>
Riverfront Esplanade	<i>public/private</i>
Riverfront full service hotel with regional meeting capacity	<i>public/private</i>
Majestic Theater	<i>public/private</i>
El Jardin Hotel redevelopment	<i>private</i>
Riverfront mixed-use development	<i>private</i>
Retail/Restaurant/Entertainment	<i>private</i>
Upper floor adaptive reuse	<i>private</i>
Market Square	
Upper level adaptive reuse - City offices	<i>Public</i>
Market building and adjacent building adaptive reuse	<i>Public/Private</i>
Cathedral plaza	<i>Public/Private</i>
Adaptive reuse for retail restaurant and office space	<i>Private</i>
Cathedral restoration	<i>Private</i>
Courthouse	
Adaptive reuse and new construction of county offices	<i>Public</i>
Courthouse square landscaping	<i>Public</i>
Pacheco complex mixed-use redevelopment	<i>Private</i>
Old county jail redevelopment	<i>Private</i>
Masonic lodge restoration	<i>Private</i>
Catholic school renovation	<i>Private</i>
New and infill mixed-use development	<i>Private</i>
County Courts	
Justice Park Square	<i>Public</i>
Jail relocation	<i>Public</i>
Brownsville Herald building	<i>Public/Private</i>
Adaptive reuse and infill residential, office and commercial mixed-use development	<i>Private</i>
Gateway North	
International blvd reconstruction and enhancement	<i>public</i>
UTB/TSC building projects and campus landscape improvements	<i>public/private</i>
International frontage redevelopment	<i>private</i>



City of Brownsville Comprehensive Plan

CIVIC DIMENSION

SWOT Analysis and Strategies

Individuals, Institutions and Leadership

CIVIC DIMENSION - INDIVIDUALS

Objective 1: Improve and sustain the number, quality and diversity of effectively engaged individuals working together to improve the quality of life and economic development of the community.

Objective 2: Engage well-informed individuals (e.g., voters, volunteers) committed to participation and action, who are empowered with a sense of ownership, accountability and responsibility in the community.

Objective 3: Increase the number, frequency and awareness of opportunities for engagement while reducing the cost, time and effort to develop and retain engaged individuals.

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Large available population to be trained		Low % of people registered to vote
	Kids voting		Low voter turnout
	Opportunity to build optimism		Low volunteer service hrs (annual)
	Early voting		Lack of awareness of its importance
	Convenient locations to register to vote- UTB/TSC and citywide spot areas devoted to voting registration		Insufficient funds to promote voting registration
	UTB/TSC incentivizing students to register to vote by offering small gifts if they register and offering preferred parking spaces for voters on voting dates		Not a strong civic education culture
	Convenient locations for voting		Uninformed residents about the voting process
	UTB/TSC professors promoting voting and civic engagement to students		Lack of patriotism- Not a fully U.S. identity among residents- Bicultural/regional U.S.-Mexico identity
	Increased established service organizations/events		Lack of interest in voting
	Service learning		Lack of confidence in government-Negative feelings about elections, government, political parties, candidates, etc.
	Good leadership in existing service organizations		population (e.g. personal time availability, distance, resources needed)
	Current opportunities meet COB needs		integration among volunteering organizations and volunteers from different sectors
	United Way "Call to action"		Lack of volunteer opportunities awareness
	Grants/incentive opportunities available for volunteers (e.g. youthbuild program- volunteering to build their homes)		Limited volunteering alternatives to uneducated/unskilled population (volunteering programs requiring some education level and/or specialized skills set)
	Grants/incentive opportunities available for volunteer organizations and programs		Unavailability of a solid platform to support and facilitate volunteerism (e.g. transportation, volunteerism network)
			Limited/low incentives for volunteers
			Limited number and availability of good candidates
			Profession not appealing to potential good candidates
			Vitriolic election environment
			Belief that they "can't make a difference"
		Voter coercion	
		Lack of commitment to vote	
		No clearinghouse	
		Lack of volunteer training	
		Lack of culture of volunteerism	
		Lack of workplace support for volunteerism	
		Opportunities	Threats
E X T E R N A L	Increased internet usage		Low voting funding
	service		Shrinking economy
	Kids voting		Younger population votes less frequently
	Registered voters- naturalization ceremonies		Young population less likely to volunteer
	Quality national programs and software existence		Lack of funding opportunities for volunteer centers
	National college students volunteer more than average		
	Females volunteer more than average		
National promotion of youth volunteerism			

Strategies

CIVIC - Individuals (Engagement and Volunteerism)

Objective 1 : Improve and sustain the number, quality and diversity of effectively engaged individuals working together to improve the quality of life and economic development of the community.

Strategies	Comments
Included in strategies for objective 2 and 3	

Objective 2 : Engage well-informed individuals (e.g., voters, volunteers) committed to participation and action, who are empowered with a sense of ownership, accountability and responsibility in the community.

Strategies	Comments
Create a League of Women Voters (LWV)	<i>Ranked #1</i>
Promote and support the creation and dissemination of public service announcements (PSA's)	<i>Ranked #2 and 3</i>
Development of a "Candidate Scorecard" (Essential skills and knowledge that potential candidates should possess)	<i>Ranked #2 and 3</i>
Support growth of kids voting	
Support "Rock the vote"	
Professional development for elected officials (Continuing education units-CEU's)	

Objective 3 : Increase the number, frequency and awareness of opportunities for engagement while reducing the cost, time and effort to develop and retain engaged individuals.

Strategies	Comments
Creation of a Volunteer Center	<i>Ranked #1</i>
Promote service learning at BISD	<i>Ranked #2</i>
Increase volunteer recognition	<i>Ranked #3</i>
Promote corporate support for volunteerism	
BEDC- Link service to incentives	
Develop and promote volunteer management training and NPO capacity building for volunteerism	

CIVIC DIMENSION - LEADERSHIP

Objective 1: Develop and retain quality and effective leadership.

Objective 2: Have knowledgeable, ethical, open minded, cooperative and accountable elected and volunteer leaders.

Objective 3: Engage the community to support and encourage our leaders.

Objective 4: Increase diverse community participation in leadership roles.

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Leadership Brownsville Program (free)		No incentive to stay
	Programs available		No incentive to take chances
	Social group programs		Lack of financial incentive to run / stay
	Increased cooperation		Need more public programs
	Increased communication		Lack of leadership recognition
	Youth leadership program		Lack of leadership programs
	Young adult programs		Community service = punitive
			Lack of knowledge of volunteer opportunities for leadership development (Clearing House)
		No Clearing House for leadership development	
		Opportunities	Threats
E X T E R N A L	Leadership recognition		Leadership turnover
	Agencies available to fill roll		Ethical flux
	App. process for Board		Negative attitudes
			Misperception that popularity=leadership
			Accountability not considered part of job

Strategies

CIVIC - Leadership

Objective 1 : Develop and retain quality and effective leadership.

Objective 2 : Have knowledgeable, ethical, open minded, cooperative and accountable elected and volunteer leaders.

Objective 3 : Engage the community to support and encourage our leaders.

Objective 4 : Increase diverse community participation in leadership roles.

Strategies	Comments
Expand leadership training	♦
Media campaign for leadership- TV, billboards, print	♦
Promote leadership through internship/apprenticeship	♦
Week long leadership celebration	♦
Reemphasis on Mr. Amigo luncheon- Get back to original purpose to recognize public service	♦
Basic bio's on appointees	
Training on diversity	
Identify leadership training available (Clearing House)	
Explore AmeriCorps concept	
Education (BISD) for leadership as part of curriculum	
Create youth advisory council	
Verify accountability for leadership training	
Expand leadership Brownsville program / regional	
Brownsville leadership conference	
Award/recognition for businesses that contribute to the community	
Research leadership recognition across U.S.	
Checklist/certification for individuals/businesses or pay	
Checklist/certification for community development or pay	
Create list of local leaders	
Create list of local speakers (Pub already)	
Survey of existing leaders for qualities	

CIVIC DIMENSION - INSTITUTIONS

Objective 1: To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions

S.W.O.T. ANALYSIS

Strengths		Weaknesses	
I N T E R N A L	Existing inter-agency group	Scope of group (LEG-)-Issue driven	
	Ability to expand scope	Lack of reg. vision	
	Networking internal	Attendance flux	
	Growing scope year to year		
	All agencies represented		
	Inter understanding between groups		
	Positive attitude		
Opportunities		Threats	
E X T E R N A L	Networking external	Lack information sharing with public	
		Lack of authority	
		Federal funding	
		Lack of funding	
		Potential of dissolving	

Strategies

CIVIC - Institutions

Objective 1: To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions

Strategies	Comments
Build on inter-agency group concept	
Establish a self-sustaining entity	
Formalize networking process	
Make support contingent on cooperation/participation	



City of Brownsville Comprehensive Plan

ENVIRONMENT DIMENSION

SWOT Analysis and Strategies

**Natural Resources, Habitat, Aesthetics, Solid Waste/Recycling and
Emergency Management**

ENVIRONMENT DIMENSION - NATURAL RESOURCES - AIR / WATER

Air

- Objective 1: Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels.
- Objective 2: Want safe, clean, breathable air that meets air quality standards consistently and uniformly throughout the community.
- Objective 3: Want to protect existing air quality levels and air quality carrying capacity to meet future demands.
- Objective 4: Want a well informed public with respect to air issues.
- Objective 5: Want an air quality management program that is cost-effective.

Water

- Objective 1: Want aesthetically pleasing surface water with minimal odor and other nuisance conditions. Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city.
- Objective 2: Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city.
- Objective 3: Want a well-informed public with respect to surface water issues.
- Objective 4: Want available drainage carrying capacity to meet present and future demands on system.
- Objective 5: Want a surface water management program that is cost efficient.
- Objective 6: Want to protect and continuously improve the quality carrying capacity of the existing inventory of surface waters to meet future demands.
- Objective 7: Want a consistent, suitable supply of surface water to be available and accessible to support the community's present and future water supply demands.
- Objective 8: Want a well maintained surface water system.
- Objective 9: Want community's access to surface water to be equitable.

Groundwater

- Objective 1: Want a consistent, suitable supply of groundwater to be available and accessible to support the community's and environment's present and future water supply demands.
- Objective 2: Want well informed public with respect to groundwater.
- Objective 3: Want groundwater to meet environmental standards consistently and uniformly throughout the city.
- Objective 4: Want to protect and continuously improve the quality of the existing inventory of groundwater.
- Objective 5: Want a groundwater management program that is cost efficient.
- Objective 6: Want available water quality carrying capacity to meet the future demands on system.
- Objective 7: Want community's access to groundwater to be equitable.

Soils

- Objective 1: Want a well informed public with regards to soil.
- Objective 2: Want soil quality that meets environmental standards consistently and uniformly throughout the community.
- Objective 3: Want to protect and continuously improve existing inventory of soil quality levels.
- Objective 4: Want a soils management program that is cost efficient.
- Objective 5: Want to protect and continuously improve existing soil inventory and drainage/open space carrying capacity levels.

S.W.O.T. ANALYSIS

Strengths

Weaknesses

**I
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Air

Good average air quality	Lack of appreciation for environmental amenities
Limited episodes of poor quality	Poorly developed and enforced local environmental regulations (illegal trash burning)
Climate / geography / prevailing winds favorable to good air quality maintenance	Unregulated mobile sources (auto exhaust)
	Aerial application of pesticides
	Railroads/ port/highway chemical spills
	Poorly maintained inventory of resource management data (little or no baseline data, if does exist it is not cross-referenceable)

ENVIRONMENT DIMENSION - NATURAL RESOURCES - AIR / WATER

Water

Abundance of surface water resources (amount, type - coastal, brackish, freshwater, wetland, river, resacas etc.)	Lack of appreciation for environmental amenities
Some grassroots efforts to preserve / maintain	Poorly planned development / sprawl
Higher property values near resacas	Natural and Cultural eutrophication of resacas
	Susceptibility to Railroads/ port/highway chemical spills
	Lack of management of surface water resources - resacas and riparian property (water quality, depth, sediment, etc.)
	Invasive species propagation (carp, nutria, water hyacinth)
	Lack of effective storm water controls
	Illegal dumping
	Poor or non-existent local Non-point source pollution controls
	Multiple layers of bureaucracy / management

Opportunities

Threats

Air

Capitalize on ecotourism aspects of clean air	Aerial application of pesticides
Improve capacity for clean air (improved transportation)	Slash and burn agriculture around city and in Mexico
Education and awareness	Industries in Mexico
Improve capacity for clean air (enforcement for industry)	Landfill burning in Matamoros
Restoration of desertified / deforested areas	Deforestation and Desertification of coastal areas (blowing dust/sand)
Ecotourism	Federal and State environmental monitoring, management, protection programs often too broad and leave out LRGV and/or
Green lifestyle becoming more popular - niche market	Population growth
Utilize improved technologies to increase data collection, observation, resource management and enforcement	Global warming - changes in precipitation, rainfall, extinction, salinity
Environmental restoration efforts (Bahia Grande, wildlife corridors, endangered species propagation)	Pollution - water and air quality, riparian impacts
Public Outreach/education	
Partnership with UTB/TSC for training and recruitment (K-16 programs and ESCI BS/MS)	
External funding opportunities	
Cooperative effort with Mexico	
Public/private partnerships	

Water

Ecotourism	Poor incoming water quality (surface)
Green lifestyle becoming more popular - niche market	Salination of water supply
Utilize improved technologies to increase data collection, observation, resource management and enforcement	Agricultural runoff / pesticide and fertilizer pollution
Environmental restoration efforts (Bahia Grande, resacas)	Arsenic contamination (natural and anthropogenic)
Public Outreach/education	Water supply is subject to upstream use / demand (reservoirs)
Partnership with UTB/TSC for training and recruitment (K-16 programs and ESCI BS/MS)	Industrial pollution / maquiladora discharge
External funding opportunities (specifically MS4)	Lack of instream water rights (state mandated now)
Cooperative effort with Mexico (water quality along Rio Grande)	Federal and State environmental monitoring, management, protection programs often too broad and leave out LRGV and/or
Public/private partnerships	Population growth
Capitalize on ecotourism aspects of river / lagune madre	Border fence/wall and/or immigration policy
	Brush clearing due to border crossing enforcement
	Keeping up with changes in technology with a limited budget
	Global warming - changes in precipitation, rainfall, extinction, salinity
	Brain Drain of trainable / recently educated personnel
	Poor economy
	Pollution - water and air quality, riparian impacts
	Freshwater availability - downstream location on Rio

EXTERNAL

Strategies

ENVIRONMENT - Natural Resources - Air / Water

Air

- Objective 1: Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels.
- Objective 2: Want safe, clean, breathable air that meets air quality standards consistently and uniformly throughout the community.
- Objective 3: Want to protect existing air quality levels and air quality carrying capacity to meet future demands.
- Objective 4: Want a well informed public with respect to air issues.
- Objective 5: Want an air quality management program that is cost-effective.

Water

- Objective 1: Want aesthetically pleasing surface water with minimal odor and other nuisance conditions. Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city.
- Objective 2: Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city.
- Objective 3: Want a well-informed public with respect to surface water issues.
- Objective 4: Want available drainage carrying capacity to meet present and future demands on system.
- Objective 5: Want a surface water management program that is cost efficient.
- Objective 6: Want to protect and continuously improve the quality carrying capacity of the existing inventory of surface waters to meet future demands.
- Objective 7: Want a consistent, suitable supply of surface water to be available and accessible to support the community's present and future water supply demands.
- Objective 8: Want a well maintained surface water system.
- Objective 9: Want community's access to surface water to be equitable.

Groundwater

- Objective 1: Want a consistent, suitable supply of groundwater to be available and accessible to support the community's and environment's present and future water supply demands.
- Objective 2: Want well informed public with respect to groundwater.
- Objective 3: Want groundwater to meet environmental standards consistently and uniformly throughout the city.
- Objective 4: Want to protect and continuously improve the quality of the existing inventory of groundwater.
- Objective 5: Want a groundwater management program that is cost efficient.
- Objective 6: Want available water quality carrying capacity to meet the future demands on system.
- Objective 7: Want community's access to groundwater to be equitable.

Soils

- Objective 1: Want a well informed public with regards to soil.
- Objective 2: Want soil quality that meets environmental standards consistently and uniformly throughout the community.
- Objective 3: Want to protect and continuously improve existing inventory of soil quality levels.
- Objective 4: Want a soils management program that is cost efficient.
- Objective 5: Want to protect and continuously improve existing soil inventory and drainage/open space carrying capacity levels.

NATURAL RESOURCES - Natural resources quality objectives (group from each sub-section-air, water, soil, etc)

Strategies	Comments
Synchronize traffic lights and remove unnecessary stop signs to reduce air pollutants and improve fuel efficiency	
Create a city ordinance to purchase more fuel efficient vehicles when replacing city fleet	
Create an ordinance to fine people for littering cigarettes	
Dredge the resacas	
University initiative on rainwater harvesting program	<i>National contests - funding opportunities - MTV green initiative contest \$25,000</i>
Enforce car maintenance, inspection, tune-up requirements	
Increase and expand street sweeping program to diminish pollutants entering waterways	

ENVIRONMENT DIMENSION - HABITAT & AESTHETICS

Habitat (land, water, riparian) & Aesthetics

Habitat

Objective 1: Want to consistently protect and continuously improve the quality of the existing inventory of aquatic/terrestrial habitat uniformly throughout the community.

Objective 2: Want a well informed public with regards to aquatic/terrestrial habitat.

Objective 3: Want ecologically sound and physically stable riparian zones.

Objective 4: Want available aquatic/terrestrial habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community.

Objective 5: Want suitable stocks and diversity of native aquatic/terrestrial flora and fauna.

Objective 6: Want an aquatic/terrestrial habitat management program that is cost efficient.

Aesthetics

Objective 1: Want a well informed public with regards to aesthetics.

Objective 2: Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments.

Objective 3: Want to consistently preserve, at a minimum, the existing inventory of aesthetic/beautification features uniformly throughout the city.

Objective 4: Want visual amenities to be managed through a cost effective beautification plan.

Objective 5: Want clean, graffiti-free, litter free, streets, open and public spaces, and commercial establishments.

S.W.O.T. ANALYSIS

Strengths

Weaknesses

I N T E R N A L	Habitat diversity (birding, flora, fauna)	Lack of appreciation (educational and financial) for environmental amenities
	Large tracts of Wildlife management areas	Poorly planned development / sprawl / lack of planning controls
	Resacas / Wetlands	Poorly developed and enforced local environmental regulations (illegal dumping,)
	Geographical - northern most extent for some flora / fauna	Lack of properly trained personnel / brain drain
	Geographical - on the border by the sea / crossroads of biomes	Limited budget - means environmental efforts are seen as secondary
	Lots of Riparian property	Grassroots efforts lack continuity (brain drain, cashflow, leadership)
	Some grassroots efforts	Propagation of invasive species
	Cultural stewardship of resources	Poorly maintained inventory of resource management data (little or no baseline data, if does exist it is not cross-referenceable)
		Lower than average park space per capita

Opportunities

Threats

E X T E R N A L	Ecotourism	Federal and State environmental monitoring, management, protection programs often too broad and leave out LRGV and/or Brownsville (Border 2012)
	Green lifestyle becoming more popular - niche market	population growth
	Utilize improved technologies to increase data collection, observation, resource management and enforcement	Border fence/wall and/or immigration policy
	Environmental restoration efforts (Bahia Grande, wildlife corridors, endangered species propagation)	Brush clearing due to border crossing enforcement
	Public Outreach/education	keeping up with changes in technology with a limited budget
	Partnership with UTB/TSC for training and recruitment (K-16 programs and ESCI BS/MS)	Global warming - changes in precipitation, rainfall, extinction, salinity
	External funding opportunities	Brain Drain of trainable / recently educated personnel
	Cooperative effort with Mexico	Poor economy
	Public/private partnerships	Pollution - water and air quality, riparian impacts
		Freshwater availability - downstream location on Rio

Reduction in state/federal and/or regional park space

Strategies

ENVIRONMENT - Natural Resources - Habitat, Aesthetics & Other Habitat (land, water, riparian) & Aesthetics

HABITAT

Objective 3: Want ecologically sound and physically stable riparian zones.

Strategies	Comments
Incorporate into the city's landuse plan the creation of buffer zones in environmentally sensitive areas - restrictions on development, requirements for native species, etc.	

Objective 1: Want to consistently protect and continuously improve the quality of the existing inventory of aquatic/terrestrial habitat uniformly throughout the community.

Objective 2: Want a well informed public with regards to aquatic/terrestrial habitat.

Objective 4: Want available aquatic/terrestrial habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community.

Objective 5: Want suitable stocks and diversity of native aquatic/terrestrial flora and fauna.

Objective 6: Want an aquatic/terrestrial habitat management program that is cost efficient.

AESTHETICS

Objective 1: Want a well informed public with regards to aesthetics.

Strategies	Comments
Offer business education classes through ITEC for individuals interested in starting a business in Brownsville using recycled material or starting a remanufacturing business - Also create "incubator" programs to support green business ventures	
Start an "Adopt a Resaca" program in Brownsville that focuses on education and gives a sense of ownership, responsibility, and accountability for the resacas and other natural resources in the community	
Create and maintain a comprehensive database for environmental data, monitoring, educational information, etc.	Website should include a call-in/email/post for complaints or reporting of illegal dumping, etc.
Work with local schools to start storm drain signage campaign - no dumping in storm drain	

Objective 2: Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments.

Objective 3: Want to consistently preserve, at a minimum, the existing inventory of aesthetic/beautification features uniformly throughout the city.

Objective 5: Want clean, graffiti-free, litter free, streets, open and public spaces, and commercial establishments.

Strategies	Comments
Create an initiative through the Cameron County jail system for opportunities to reduce sentence times for non-violent criminals based on their participation in a clean-up program	
Create an ordinance for local businesses to take accountability for keeping their parking lots clean (requirement to have garbage cans at certain intervals throughout the lot and requirement to have employees spend ___ hrs/wk cleaning trash in lot)	
Create a mechanism through new development to create trails throughout the communities, especially near ditches and resacas - either requirement for new development to construct or a financial contribution to a fund dedicated to creation of connected trail systems	<i>If fund option used, ROW also needs to be obtained</i>
Enforce ordinance for developers to install sidewalks on new developments	
Reclaim (by taxing agencies) vacant/abandoned lots and give back to community to start "adopt a plot" organic gardening programs	<i>Need to have educational component associated with this strategy - could tie into Farmer's Market initiative that's being started - organic farming classes/seminars - Master Gardener's program</i>
Enforce billboard/sign (political) ordinance through fines, other methods	

Objective 4: Want visual amenities to be managed through a cost effective beautification plan.

Strategies	Comments
Dedicate a % of hotel tax for beautification	<i>SPI model</i>

Strategies

ENVIRONMENT - Natural Resources - Habitat, Aesthetics & Other Habitat (land, water, riparian) & Aesthetics

OTHER CROSS SUBCOMMITTEE

Other, cross subcommittee strategies

Strategies	Comments
Decentralize power and make Brownsville an exporter of renewable (wind, solar) energy	
Create opportunity for individual residences that want to invest in there own renewable energy sources (solar panels on roof, etc.) to sell energy back to grid - create option to purchase ?reverse flow? Meters	
Create a tax or other incentive for individuals who invest in solar panels, other personal, renewable energy sources	
Develop "gray water" collection systems for City owned buildings/facilities to capture condensation from air conditioners, etc. and use for irrigation or other purposes	
Create a building ordinance for "green" technology for heating, cooling, etc. on new businesses	<i>See ordinances for San Antonio, Austin</i>
Join Cool Cities Initiative - National Program	

ENVIRONMENT DIMENSION - SOLID WASTE / RECYCLING

Objective 1: Want sufficient, reliable and well maintained solid waste collection, recycling, and disposal service capacity to meet consumer demand and accommodate future growth throughout the community.

Objective 2: Want city government fully committed to a successful recycling program and open to private and public solutions.

Objective 3: We want to increase environmental stewardship throughout the community.

Objective 4: Want a solid waste collection, disposal and recycling system that complies with environmental regulations and eliminates illegal dumping.

Objective 5: Want reduction in source volumes and increases in recycled material volumes.

Objective 6: Want a user fee per unit waste that is competitive, affordable, equitable and stable.

Objective 7: Want a life-cycle cost per unit waste that is cost efficient and competitive.

Objective 8: Want consumer satisfaction with overall level of service (e.g. frequent and predictable waste collection and recycling pickup/drop-off schedule).

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Good grassroots support for improved solid waste management		Existing recycling program is limited in scope
	Recent start-ups for facility based and drop-off based recycling		No curb side recycling
			Limited landfill capacity and additional location sites
			Illegal dumping of solid waste in rural areas
			Improper disposal of hazardous waste
			Lack of a source reduction plan
			No financial incentive
			Limited number of public and/or private sector recycling
			Lack of coordination, mechanism to recycle
			Lack of funding for recycling initiatives
		Lack of support from waste pick-up companies	
			Unwillingness to work with/get help from McAllen and "rival" cities
		Opportunities	Threats
E X T E R N A L	Partnership with UTB/TSC for training and recruitment (K-16 programs and ESCI BS/MS)		Proximity of landfill to coastal area - flooding, leaching, etc.
	Green lifestyle becoming more popular - niche market		Larger Regional Landfills may be placed in our proximity
	Utilize improved technologies to increase data collection, observation, resource management and enforcement		Rapidly increasing population
	Cooperative effort with Mexico		Poor economy
	Public/private partnerships		
	Implement source reduction strategies used in other areas		
	Education and Outreach to improve awareness of importance of recycling		

Strategies

ENVIRONMENT - Solid Waste / Recycling

Objective 1: Want sufficient, reliable and well maintained solid waste collection, recycling, and disposal service capacity to meet consumer demand and accommodate future growth throughout the community.

Objective 2: Want city government fully committed to a successful recycling program and open to private and public solutions.

Objective 5: Want reduction in source volumes and increases in recycled material volumes.

Strategies	Comments
Start a pilot program for curbside recycling in Brownsville targeting selected neighborhoods and expanding over time. The program would include (over time) a fee for disposed garbage bags (any or any over some max. allowable) to create an incentive for people to recycle. Program could also include fines for non-recyclable items being put in bins (also implemented over time). Plan should include an implementation plan involving public education on the program (door to door initiative), production of educational materials on source reduction, and a slow phasing in of the fee component.	<i>Need bins, trucks, facility/expansion</i>
Create an ordinance that requires all future City contracts with trash pickup companies to provide pickup support for recycled goods	<i>To address threat of companies that do not want to provide such services - if they won't provide the service, then they won't be eligible for the contract</i>
Purchase (City) a glass grinder for recycled glass and sell product to SPI for beach sand replenishment	<i>Need to research technology, cost effectiveness - check into funding initiatives through the General Land Office</i>
Create financial incentives for recycling	
Require future businesses that come to Brownsville to have a "recycling and source reduction plan"	
Organize a reach out effort towards custodial staff at all City buildings (and other organizations/businesses/etc) to take recycling initiative	
Organize a reach out effort towards local churches to educate on source reduction, recycling, and other environmental initiatives	
Create a regional plan for recycling in the Rio Grande Valley with Brownsville at the center (including being the first to recycle glass, other materials that aren't recycled throughout the valley)	
Create a program (modeled after one in upper valley) to buy used tires at the landfill	<i>Need to do cost-benefit to determine how much it currently costs the city to pick up illegally dumped tires on side of road</i>
Ban plastic bags at grocery stores or start charging for plastic bags	<i>Could also consider a grocery discount for bringing in own bags - need buy in from major grocery stores</i>
Create a mechanism (perhaps on City website) to inform public about existing recycling program, drop-off locations, materials that can be recycled, etc.	
Create a financial incentive for new "green" businesses that process or use recycled materials in their products	<i>Creates demand for recycled goods, more jobs</i>
Convert old Titan Tire Company Plant (other city owned, under-utilized buildings) into a recycling center or manufacturing industrial center for recycled material products	
Pursue state initiatives on creating a "deposit" program on cans, bottles, etc. (like what is done in Michigan, California, other states)	
Create incentive for people to properly dispose of old, non-digital televisions (mercury threat in landfill)	
Create a task force to seek funding initiatives from major corporations, LRGVDC grants, others for recycling programs, other environmental initiatives	
Improve composting program at landfill to meet quality standards and look into selling compost to TXDOT for compost socks for construction projects	<i>See pharr/mcallen program? Current issues involve not having enough "green matter" and not getting piles hot enough to kill seeds in compost</i>
Create initiative with local grocery stores for produce waste/unsold products to get composted at Bville landfill	<i>Also target farmers</i>
Start a pilot program (see L.A. initiative) to collect "green matter" from households in select neighborhoods for composting	

Strategies

ENVIRONMENT - Solid Waste / Recycling

Objective 3: We want to increase environmental stewardship throughout the community.

Strategies	Comments
Start a "Don't Mess with Brownsville" campaign	
Create a core environmental issues class at the university that is a requirement for a degree	
Use city website to put out educational material, information on cleanups, etc.	
Create a task force at UTB/TSC to start educational opportunities for professors, staff, etc. at UTB to give lectures at BISD schools on env. issues	
	<i>Note: some strategies from above would also help achieve this objective</i>

Objective 4: Want a solid waste collection, disposal and recycling system that complies with environmental regulations and eliminates illegal dumping.

Strategies	Comments
Part of "Don't Mess With Brownsville" campaign? create mechanism for reporting of illegal dumping activity	

OTHER CROSS SUBCOMMITTEE

Other, cross subcommittee strategies

Strategies	Comments
Include in an emergency management plan, an opportunity for people to dispose of toxic household materials at the dump before incoming hurricanes	

Objective 6: Want a user fee per unit waste that is competitive, affordable, equitable and stable.

Objective 7: Want a life-cycle cost per unit waste that is cost efficient and competitive.

Objective 8: Want consumer satisfaction with overall level of service (e.g. frequent and predictable waste collection and recycling pickup/drop-off schedule).

Strategies	Comments

ENVIROMENT DIMENSION - EMERGENCY MANAGEMENT

Objective 1: Want to control risk and minimize exposure from natural and man-made risks uniformly throughout the community

Objective 2: Want sufficient, reliable and qualified natural/man-made disaster preparation/planning and response service capacity to meet current and future demand uniformly throughout the city

Objective 3: Want a natural/man-made disaster preparation and response program that complies with applicable environmental regulations uniformly throughout the city

Objective 4: Want a financially sound and well maintained natural/man-made disaster preparation and response system with efficient life-cycle costs

Objective 5: Want a service fee per unit preparation that is competitive, stable and equitable

S.W.O.T. ANALYSIS

		Strengths	Weaknesses
I N T E R N A L	Cooperation with BISD, TXDOT, UTB/TSC		Lack of public awareness
	Plan in Place		Insufficient resources (recue boats, high profile vehicles, generators for lift stations etc.)
	Statewide improvement in evacuations (post Katrina)		Insufficient personnel
			Limited routes out of the City (evacuation)
			Storm surge susceptibility
			Large flood plains
			Large population % without ready transportation
		Opportunities	Threats
E X T E R N A L	External funding sources		Border Traffic
	Technology for advanced warning of natural disasters		Proximity of coast
	GIS applications/ Data management/ dissemination		Hazardous material transport through portion of the city
			Construction in floodplain
			Airport in floodplain
			Lack of sufficient Levee maintenance
			Rio Grande River Flooding
			Proximity of Mexican industrial area
		DHS check points – effects on evacuation time	

Strategies

ENVIRONMENT - Emergency Management

Objective 1: Want to control risk and minimize exposure from natural and man-made risks uniformly throughout the community.

Objective 2: Want sufficient, reliable and qualified natural/man-made disaster preparation/planning and response service capacity to meet current and future demand uniformly throughout the city.

Objective 3: Want a natural/man-made disaster preparation and response program that complies with applicable environmental regulations uniformly throughout the city.

Objective 4: Want a financially sound and well maintained natural/man-made disaster preparation and response system with efficient life-cycle costs.

Objective 5: Want a service fee per unit preparation that is competitive, stable and equitable.

Strategies	Comments
Purchase generators for lift stations throughout City	
Invest in more high profile City vehicles	
Purchase more rescue boats	
Partner with other cities, municipalities to provide more buses, etc. to increase evacuation capacity for those unable to evacuate themselves	
Perform a new, updated study to estimate how many people would be likely and able to evacuate during an emergency event	
Military highway improvements to create additional evacuation routes out of the City	
Limit development within the floodplain	
Build up levee system/create budget for levee maintenance	
Investigate external funding opportunities	
Limit residential development near hazardous material transport corridors	
Drainage improvements at airport	
Develop and invest in a warning/monitoring system for predictable natural disasters – flooding/hurricanes – include SCADA systems for resacas	
Create Pre-Hurricane Preparation Plan	
Create a mechanism for people to dispose of toxic household materials at the dump (other location?) before incoming hurricanes to minimize exposure to hazardous materials/polluted floodwaters, after a flooding event.	