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City of Kilgore  
815 N. Kilgore St.  
Kilgore TX, 75662

2017 -18  
City Council



**FAST FACTS**

- Population:** 14,948 (2014 est.)
- Area:** 15.4 Square Miles
- Counties:** Gregg & Rusk
- 1 hr. Labor Draw Area:** 672,664
- Served By:**
  - Kilgore ISD
  - Kilgore College
  - Sabine ISD
- Popular Attractions:**
  - Meadowbrook Golf Course
  - Rangerettes
  - East Texas Oil Museum
  - Texas Museum of Broadcasting and Communications
  - Texas Shakespeare Festival
  - Worlds Richest Acre
  - Historic Downtown

**HISTORY IN BRIEF**

Kilgore was founded in 1872, when the International - Great Northern Railroad chose to bypass New Danville, and instead form a new town on land purchased from Constantine "Buck" Kilgore. Early Kilgore depended on the railroad and cotton industries. Everything changed when oil was discovered in East Texas in 1930. Overnight Kilgore was transformed into an oil boomtown with a population over 12,000. Today Kilgore is a major industrial hub in East Texas. The oil industry still plays a major role in the local economy, and economic development and diversification efforts by the Kilgore Economic Development Corporation continue to strengthen Kilgore's local economy.

**CITY OF KILGORE VISION**

Kilgore strives to be a safe, clean, well-maintained and affordable City. We value strong moral character, solid family values, and our rich history and culture. We embrace innovation, well-planned growth, and a strong business-friendly environment in which opportunities abound for employment, education, culture, entertainment, tourism, and recreational enjoyment.

The **2018 Strategic Map** represents the plan of work and long range goals of the City of Kilgore. This document serves as a **roadmap** to achieve the Vision of the City, linking that vision through 10 major **Goals/Objectives**, and a wide range of **individual strategies and projects**.



**COUNCIL MEMBER, PLACE 4**  
Victor Boyd



**COUNCIL MEMBER, PLACE 3**  
Neil Barr



**MAYOR PRO TEM, PLACE 2**  
Harvey McClendon



**COUNCIL MEMBER, PLACE 1**  
Merlyn Holmes



**MAYOR**  
R.E. Spradlin, III

## FIX AND EXPAND INFRASTRUCTURE

- Continue to work toward bringing water system into compliance with TCEQ standards
- Identify ways to reduce per-capita infrastructure costs
- Promote connection to city utility services in Extra Territorial Jurisdiction subdivisions
- “Keep Good Roads Good” & “Mix The Fixes”
- Develop facilities maintenance masterplan
- Develop and implement ADA Transition Plan
- Complete sidewalk inventory and master plan
- Investigate grant opportunities for pedestrian mobility projects
- Establish Sewer Inflow Reduction Committee to evaluate impacts on local residents
- Create small area plan for I-20 corridor
- Monitor for opportunities to use rail access
- ⊕ Survey roads for potholes and fund repair
- ⊕ Evaluate expansion of City Cemetery
- ⊕ Finalize Utility Capital Improvement Plan
- ⊕ Pursue Public Works APWA Accreditation

## DIVERSIFY TAX BASE & EMPLOYMENT

- Continue to support Kilgore Economic Development Corporation’s strategic plan
- Develop plan to appropriately size new and replacement infrastructure sufficiently to serve future developments
- Look for regional partnership/cooperative purchasing opportunities
- Develop collector corridors
- Monitor regulations for business friendliness
- Complete RFQ for update of City’s Comprehensive Plan
- Develop and implement reuse grant program
- Evaluate options to recruit regional retailers
- Monitor Development Codes for regional consistency
- ⊕ Develop preliminary plans for Economic Development Infrastructure

## IMPROVE/ENHANCE AESTHETICS

- Continue to implement plan to address aesthetics of vacant and dilapidated buildings
- Continue to fully enforce current code
- Implement public information campaign related to allowable trash can locations
- Identify opportunities to reuse and upgrade commercial and residential structures
- Facilitate code compliant rental property program for all residential rental properties
- ⊕ Update downtown lighting technology
- ⊕ Develop plan to update welcome signage
- ⊕ Work with Kilgore College to pursue Cultural Arts District designation
- ⊕ Promote sidewalk partnership program
- ⊕ Identify ways to convert substandard or dangerous properties to productive uses

## CREATE NEW DIVERSE HOUSING

- Identify orphan residential lots and publish list for local developers
- Work with realtors to identify opportunities for turnover of absentee owner owned land
- Identify areas where land can be assembled to build infill subdivisions
- Study opportunities for residential housing in the downtown area
- Leverage amenities to make redevelopment areas more attractive for development
- Partner with builders on new subdivisions
- Identify future development areas and develop strategy to serve them with infrastructure
- Brand Kilgore as the charming alternative to Tyler and Longview
- Create small area plan for area around MLK Community Center for infill development
- Evaluate cost-effective housing solutions and ultimate impact on average property values

## MAINTAIN QUALITY PUBLIC SAFETY

- Continue to monitor and take advantage of grant opportunities to upgrade technology and assets
- Evaluate opportunities to maximize staffing resources efforts toward other city needs
- Continue community policing program
- Monitor impact of decisions related to infrastructure and resources on ISO rating
- Explore and implement Trap/Neuter/Release (TNR) program to control feral cat population
- ⊕ Implement new Rapid Response Vehicle (RRV) fire apparatus and train fire fighters on use
- ⊕ Develop training program with Kilgore College for fire fighter development and CE
- ⊕ Complete Future Public Safety Facilities Needs Assessment

## TOURISM DESTINATION

- Leverage sports infrastructure and Hotel Occupancy Tax funds to establish Kilgore as a sports tourism destination
- Implement wayfinding signage program
- Optimize and fully exploit advertising/marketing opportunities
- Encourage cross advertising between local tourism entities
- “Piggyback” with other regional cities’ amenities and events to create regional draw
- Coordinate local events and amenities to create a larger experience - create relationship and synergy between tourism opportunities
- Develop plan for main building at Meadowbrook Golf & Event Center
- ⊕ Implement rehabilitation phasing plan for reuse of Texan theater

## INTERGOVERNMENTAL RELATIONS

- Build stronger relations with other regional communities and governmental entities
- Look for ways to share resources with other entities
- Identify partnership opportunities related to infrastructure
- Implement inter-local agreements with regional partners to facilitate cooperative and volume purchasing programs
- Develop Kilgore Leadership Summit
- Strengthen relationships with state and federal elected officials
- ⊕ Develop Legislative Agenda and create legislative subcommittee for 2019 Legislative Session

## CITIZEN ENGAGEMENT

- Create leadership development program to encourage others to get involved in Kilgore city government
- Engage young people as future leaders
- Communicate on all relevant media
- Improve and enhance public information campaigns for trending topics
- Provide frequent updates to City website
- ⊕ Evaluate need for Charter review process
- ⊕ Develop online Community Calendar
- ⊕ Update Library programming to provide options for all ages using patron input
- ⊕ Develop marketing and educational program to educate residents on street and utility projects

## SUSTAINABLE MEDICAL CARE

- Pursue grant opportunities to improve free or low cost health care coverage
- Study opportunities to add workers comp medical services
- Evaluate facilitation of creation of existing medical provider syndicate to recruit doctors
- Assist Champion EMS in locating second EMS station on South side of Kilgore
- Evaluate opportunities to make Kilgore more attractive to new health care providers
- ⊕ Leverage Healthcare infrastructure to improve healthcare delivery in Kilgore.

## SYNERGY IN RECREATION

- Maximize use of ball park asset by coordinating with surrounding communities
- Complete implementation of both phases of trails grant project
- Implement plan for old ball parks
- Look for opportunities to implement healthy lifestyle infrastructure
- Update Parks Master Plan
- Complete sponsorship and naming rights negotiations for ball park
- Evaluate opportunities to share recreation resources with community partners
- ⊕ Implement reuse irrigation at City Park
- ⊕ Evaluate recreation and convention facilities
- ⊕ Create sports coalition and work with leagues to identify and address needs
- ⊕ Work with Veterans group to develop Veterans Park Masterplan

- = Strategies from prior year
- ⊕ = New strategies added in 2018