

16. IMPLEMENTATION AND MONITORING

A comprehensive plan is only as effective as its implementation. Once problems are identified, alternatives are evaluated, and plans are selected, desired change is achieved only by successful implementation of the plans and policies proposed.

Implementation can be achieved by several methods and by several players. For example, improved public safety can be achieved through public support and administration of police, fire and other protection programs and services. But public safety also requires the active and interested involvement of private citizens and businesses in promoting fire and crime prevention. As another example, the development of land requires the active participation of the land development and construction industry, directed through City ordinances and policies.

Plan implementation also requires regular and frequent monitoring to determine the effectiveness of implementation and to modify the plan and redirect efforts if necessary. Planning is a continual process of evaluating problems and directions, identifying actions for implementation, and then monitoring those actions for effectiveness and to identify any new problems or directions.

16.1 Techniques of Implementation

16.1.1 Ordinances and Policies

A. Comprehensive Plan

Although it may seem redundant, the Comprehensive Plan itself is an important part of its implementation. In many cities, comprehensive plans are prepared, adopted, and then ignored until it is realized that the plan no longer reflects the conditions, trends or desires of the City. In Benbrook, the importance of the Comprehensive Plan has been recognized and its use has become a basis for most other City actions.

All elements of the Comprehensive Plan are complete. The City Charter requires that the Comprehensive Plan be reviewed and updated every five years. Over the past year, the City has reviewed and revised the Introduction, Historical Background, Factors Influencing the Comprehensive Plan, Vision of the Future, Transportation, Community Facilities, Drainage, and the Public Utilities elements. In addition, the Capital Improvements Program was updated in February 1994.

Elements of the Plan will continually be reviewed and updated as necessary. Over the coming year, the staff plans to update the Goals, Objectives and Strategies, Land Use, Drainage, Waste Management, Public Safety, Economic Development, Housing Health and Social Services and Quality of Life elements of the Comprehensive Plan.

B. City Charter

The Charter of the City of Benbrook recognizes the importance of the Comprehensive Plan and the need to keep it current by requiring the Planning and Zoning Commission to review the plan for possible revisions no less frequently than every five years (Charter, Section 8.02(a)).

C. Zoning Ordinance

The zoning ordinance is the most important tool for implementing land use policies of the Comprehensive Plan. The zoning ordinance regulates the height, bulk, setbacks, and use of buildings on property within the City. The effectiveness of the ordinance is a function of the text, zoning map, and administrative procedures used to implement and enforce the ordinance. Benbrook significantly revised its zoning ordinance in 1988 and has made several minor amendments since then to provide an effective and equitable zoning ordinance. The last major amendments to the Zoning Ordinance were adopted in December 1993, while additional minor amendments were adopted in April 1994.

Benbrook has adopted a policy that no zoning change can be approved unless it is in conformance with the Comprehensive Plan, particularly the Land Use Element. Proposed zoning changes in conflict with the Land Use Element require a change of the Land Use Element prior to approval of the zoning.

D. Subdivision Ordinance

While the zoning ordinance regulates the use of land and building heights, bulks, and setbacks, the subdivision ordinance regulates the arrangement of lots and location of lot lines, streets, and easements. The construction of necessary public improvements are also required as part of the subdivision process.

Benbrook's latest subdivision ordinance was adopted in December, 1988, along with a set of Rules, Regulations and Procedures for regulating the subdivision of land. Minor amendments were adopted in 1992 and 1993. The subdivision Rules are coordinated with the Comprehensive Plan so that new development is in conformance with the plan. The ordinance requires that subdivisions be in conformance with the Comprehensive Plan (Ordinance 836, Section 4.A).

E. Floodplain Management Ordinance

The City's floodplain management regulations are incorporated in Chapter 15.40 of the Benbrook Municipal Code. It regulates and restricts development within the federally designated flood prone areas of the City. The floodplain regulations were adopted as a precondition to the issuance of federal flood insurance in the City. However, it has the added benefit of promoting public safety by reducing flood hazards, a stated Strategy of the Comprehensive Plan. Floodways and flood prone lands are indicated on the Land Use Plan element.

In November 1990, the Flood Management regulations were substantially amended to provide greater flood protection. These amendments were coordinated with the Drainage element of the Comprehensive Plan and with the Community Rating System of the Federal Emergency Management Agency. The Community Rating System provides discounts for flood insurance policy premiums for property owners based on City activities which reduce the risk of flood hazard. The City of Benbrook applied for rating in December 1990 and was informed in May 1991 of a five percent discount effective October 1991. The City has recertified with the Community Rating System each year thereafter.

F. Municipal Code

In addition to the three major land use controls cited above, the Benbrook Municipal Code has other provisions which promote the implementation of the Comprehensive Plan. These include provisions in Title 12 for Streets, Sidewalks, and Public Places, Chapter 13.08 for Drainage Maintenance Activities, and Title 15 on Buildings and Construction. The Municipal Code is being revised and updated this year to reflect recently adopted ordinances.

16.1.2 Municipal Administration

The day-to-day administration of the City also affects the implementation of the Comprehensive Plan. If the Plan's goals are not considered in the administration of the City's daily affairs, then achievement of the overall goals is unlikely. On the other hand, administration also needs to react quickly to immediate needs and demands placed upon it.

The Community Development Division of the City reviews and processes zoning, subdivision and development proposals on a daily basis. To assist in reviewing proposals for conformance with the Plan requirements, a series of checklists have been developed to identify conflicts. These checklists are used for new projects.

16.1.3 Budgeting and Investment

The manner in which the City spends its money also affects the achievement of the Plan's goals and objectives. The expenditure of funds to achieve the Plan's purposes, particularly in capital expenditures, is necessary for the implementation of the Plan.

Each year, the City prepares and adopts an Annual Budget and an update of the Capital Improvements Program element of the Plan. These two items define the City's expenditures on various programs and projects capital expenditures for a one to five-year period.

The Annual Budget process begins in April when the City's Budget Director begins compiling initial income projections and budget projections for the current and coming year. The Budget Director also prepares a Long Range Financial Forecast. In May, the City's Department Directors prepare itemized budget requests for the new fiscal year which begins in October. Each proposed new or expanded program must be accompanied by detailed justification. The City Manager then cuts proposed expenditures to match the expected revenue and reserve targets. An initial report is also submitted to the City Council in May. The City Manager continues to review, cut or restore programs through the month of June. The City Council begins holding regular budget work sessions from June through August. During this period, outside interest groups (such as the Benbrook Area Chamber of Commerce, Friends of the Library, and others) also make budget requests to the City Council. Public hearings are held to obtain public comment in August, prior to adoption of the Budget and tax rate in September.

The Capital Improvements Program budget process begins in October when the City staff makes a projection of capital funds available, proposed expenditures, and unfunded capital needs for the coming five years. The Community Services Division reviews the condition of all streets, drainage and community facilities and the need for new facilities. Recommendations are also solicited from other City Departments. A proposed Capital Improvements element is reviewed by the Planning and Zoning Commission in November

and submitted to the City Council in December. Public hearings are held prior to adoption.

16.1.4 Actions by Others

While the City's elected officials, appointed boards, and staff are the primary agents for the implementation of the Plan, a number of other parties are also important if the Plan is to be successful. Among these are the development community, the business community, the Chamber of Commerce, other governmental agencies and utilities, and neighborhood associations. But most importantly, the public at-large must support the Plan and its elements.

16.2 Monitoring Report for Fiscal Year 1993-94

The effectiveness of the Comprehensive Plan should be monitored annually. Monitoring allows the City to measure the progress of plan implementation. It also serves as an indication of changing conditions and trends which may suggest revisions to the Comprehensive Plan.

Table 16.1 presents a status report of progress for each of the strategies adopted by the City Council during the period January 1994 through October 1994. The status report indicates continued progress in plan implementation over the past year.

The previously-adopted Implementation and Monitoring Report (February 1994) included an Action Plan for 1993-1994 to address those strategies of greatest importance or where progress had been lacking. Table 16.2 presents the status of progress on those items over the period from January 1994 to October 1994. Substantial progress has been made on about half the action items, while no action has been achieved on others. Items where progress was not made are included in the 1995 Action Plan shown in Table 16.3.

It has been almost two years since the City Council last revised the Goals, Objectives and Strategies element (April 1993) of the Comprehensive Plan. As a result of progress over the past year, it may be prudent to review and revise the list of goals, objectives and strategies. The City may want to revise or delete the following strategies:

Strategy 2.1.6: The City should undertake an urban design study of the U.S. 377 commercial corridor to identify methods to enhance its visual appearance and economic appeal. Resources from local universities should be used for the study to the extent practicable.

Strategy 2.3.5: The City Council should review the strategies and actions of the Council, Boards, and Commissions, City staff, Benbrook Water and Sewer Authority, and franchised utilities to identify hindrances to economic development and whether they are justified. Unnecessary hindrances should be removed to the extent possible.

Strategy 2.4.7: The City should review its image as a community and seek to improve any negative aspects where possible.

16.3 Action Plan for Fiscal Year 1994-95

A review of Tables 16.1 and 16.2 indicates areas that have not been adequately addressed in the past year. By focussing on these few areas as the Action Plan for Fiscal Year 1995, greater progress can be made toward implementation of the Comprehensive Plan. The Action Plan is presented in Table 16.3.

Table 16.1 Monitoring Report for January 1994 - November 1994

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
GOAL 1: Residents and visitors to Benbrook should feel safe from crime, injury, and other physical and psychological harm.	
OBJECTIVE 1.1: The City should provide a well-trained, well-staffed, and well-equipped police force and facilities.	
Strategy 1.1.1: The Police Department should provide sufficient trained staff, vehicles and equipment to respond to emergency calls throughout the City within 2.5 minutes.	Average response time during the reporting period was 2.14 minutes, compared to 2.30 minutes for the period December 1992 through December 1993.
Strategy 1.1.2: The City should provide adequate police and jail facilities to meet applicable guidelines and standards.	Although not governed by Texas Jail Commission standards, facilities in the Police Building meet Commission standards.
OBJECTIVE 1.2: The police should take the necessary steps to prevent crime and to aggressively enforce the laws of the City and State.	
Strategy 1.2.1: The Police Department and neighborhood groups and businesses should work together on implementing effective crime prevention programs.	The Police Department made 73 presentations to 797 people during the reporting period. 246 block captains are currently active.
Strategy 1.2.2: The Police Department should continue to foster working relationships with other law enforcement organizations to increase its effectiveness in reducing crime in Benbrook.	The Police Department continues to work with Fort Worth, Tarrant County, the Narcotics Task Force and other area police departments on various projects.
Strategy 1.2.3: The Police Department should be visible in every area of the City at all hours through frequent, irregularly-timed patrols.	Police drove 320,928 miles on routine patrols, and responded to 10,939 call for service. A total of 1,275 arrests were made and 3,255 citations were written.

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
OBJECTIVE 1.3: The City should provide a well-trained and well-equipped fire protection service.	
Strategy 1.3.1: The City should provide adequate fire equipment and personnel to a fire or other emergency within the City within five minutes.	Average response time during the reporting period was 5.61 minutes, compared to 6.35 minutes for the period December 1992 – December 1993.
Strategy 1.3.2: The City should coordinate fire service with Fort Worth to provide the best service at the least cost.	The City continues its contract with Fort Worth for the provision of fire service to North Benbrook, Mont Del and Ridglea Country Club Estates.
Strategy 1.3.3: The Fire Department should achieve the highest training for all fire fighters, with basic certification of all volunteers.	All full-time firefighters have basic certification or higher. Seventy-five percent of volunteers have basic fire certification and ninety-seven percent of personnel are EMT certified.
Strategy 1.3.4: The Fire Department should foster strong working relationships with adjacent fire fighting agencies to assure smooth functioning in times of joint need and response.	Mutual aid agreements and joint Department response capabilities are frequently reviewed. Training sessions are conducted with adjacent agencies.
OBJECTIVE 1.4: The Fire Department should take necessary steps to prevent residential, commercial and vacant land fires.	
Strategy 1.4.1: The Fire Department and neighborhood associations and businesses should work together to implement effective fire prevention programs.	The Fire Department conducts fire prevention inspections, fire prevention courses and fire drills with local nursing homes annually.
Strategy 1.4.2: The Fire Marshall should work with the Community Development Division to implement fire protection measures into new construction in accordance with current building and fire codes.	The City continues to enforce the 1991 Uniform Fire Code. The City plans to adopt the 1994 Uniform Fire Code during the coming year.
OBJECTIVE 1.5: The City should provide quality and responsive emergency medical assistance to all residents and visitors.	
Strategy 1.5.1: The Fire Department should provide sufficient well-trained staff and equipment to respond to emergency calls throughout the City within five	Average response time during the reporting period was 6.25 minutes, compared to 6.35 minutes during the period December 1992 – December 1993.

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
minutes.	
Strategy 1.5.2: The Fire Department should take pro-active measures to train citizens in first aid and CPR techniques to provide immediate response to emergency situations.	A special paramedic assist program was conducted for Benbrook Police Officers. Emergency first aid courses are conducted on request.
OBJECTIVE 1.6: The City should protect homes and businesses from flooding.	
Strategy 1.6.1: The City should restrict and regulate development within floodways and floodplains to minimize future flooding.	The City continues to actively enforce its floodplain management regulations.
Strategy 1.6.2: Existing development within floodprone areas should be relocated or protected to the degree practical.	The staff is proceeding with development of a citywide drainage plan to identify projects for construction. The Drainage Plan will be completed during the coming year.
OBJECTIVE 1.7: City streets and infrastructure should be designed, constructed and maintained to promote safety.	
Strategy 1.7.1: The City should establish minimum design standards for streets which minimize the risk of accidents and/or injuries.	The City continues to utilize standards adopted in 1990.
Strategy 1.7.2: Adequate street lighting should be provided to promote safety and discourage crime.	Street illumination on Winscott Road between I-20 and Mary's Creek was upgraded.
OBJECTIVE 1.8: The City should take pro-active measures to establish a strong working relationship with the Benbrook Water and Sewer Authority to promote safety and efficiency of both operations and the quality of the City water supply.	
Strategy 1.8.1: The City should, in association with the Benbrook Water and Sewer Authority, establish joint operating plans and procedures to identify potential risks and protect the continued high quality and safety	The BWSA provided copies of contingency plans to the City. The City regularly requests review on all development proposals.

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
of the water supply.	
Strategy 1.8.2: The City should establish a strong working relationship with the Benbrook Water and Sewer Authority to encourage a high level of coordination and continuity between the overall development, growth, and economic objectives of both organizations.	The City and BWSA staffs hold frequent discussion on coordination.
GOAL 2: Benbrook should provide an economic environment conducive to the availability of sufficient and varied goods and services to meet the needs of the community and provide a reasonable employment base.	
OBJECTIVE 2.1: The City should provide sufficient land within the City for commercial and industrial uses.	
Strategy 2.1.1: The City should allocate approximately 10 percent of the developable land within the City to commercial uses.	The Planning and Zoning Commission is currently reviewing the Land Use Plan for possible changes, no plans are being considered to alter the amount of commercial property
Strategy 2.1.2: The City should approve commercial zoning requests and development proposals which conform to the Comprehensive Plan.	No zoning requests were received during 1994.
Strategy 2.1.3: Land development standards in commercial areas should provide for a variety of flexible development options to allow creativity, enhance stability and strengthen the City's economic base, while minimizing the adverse effects on adjacent noncommercial uses.	The Zoning Ordinance was revised in 1993 provide more flexible development and for bufferyards.
Strategy 2.1.4: Commercial areas should be located within designated corridors along thoroughfares.	No zoning changes were received during the reporting period. All commercial development was constructed within designated corridors.
Strategy 2.1.5: The City should discourage the rezoning of property solely for the intent of increasing the property's value.	No applications were received during the reporting period.

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
<p>Strategy 2.1.6: The City should undertake an urban design study of the U.S. 377 commercial corridor to identify methods to enhance its visual appearance and economic appeal. Resources from local universities should be used for the study to the extent practical.</p>	<p>The UTA City and Regional Planning Program completed their study in early 1993.</p>
<p>OBJECTIVE 2.2: The City should encourage increases in population and economic development that are in the best interests of the City. Growth that conforms to the Comprehensive Plan generally meets this criterion.</p>	
<p>Strategy 2.2.1: The City should periodically review specific growth and development plans for each of the major areas of the City.</p>	<p>The Planning and Zoning Commission has reviewed the land use and development plans for the City over the past year.</p>
<p>OBJECTIVE 2.3: The City should provide a regulatory environment which encourages continued viability and expansion of existing conforming businesses and establishment of new business and industry.</p>	
<p>Strategy 2.3.1: The City should review its commercial and development regulatory process to identify and implement measures which would reduce the time and expense of development while continuing to protect other City interests. A one-stop permitting process in conjunction with BWSA should be investigated.</p>	<p>A review of the development process was completed in conjunction with completion of the Economic Development Strategic Plan in early 1994. The consultant recommended preparing a development guidebook to describe the applicable regulations. The staff is beginning the preparation of this guide.</p>
<p>Strategy 2.3.2: Zoning and development regulations should be reviewed and revised to allow flexibility to develop within established constraints and to minimize review and approval time by the City.</p>	<p>Zoning amendments were adopted in December 1993.</p>
<p>Strategy 2.3.3: The City should encourage appropriate design of commercial corridors which reduce congestion and land use conflicts associated with strip commercial development.</p>	<p>The staff continues to minimize the number of drive approaches in new development. Recommendations of UTA 377 study were incorporated into the Comprehensive Plan and Zoning Ordinance.</p>

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
<p>Strategy 2.3.4: The City should recognize that increased population growth is necessary for increased commerce and take measures to increase residential development.</p>	<p>No action necessary.</p>
<p>Strategy 2.3.5: The City Council should review the strategies and actions of the Council, Boards and Commissions, City staff, Benbrook Water & Sewer Authority, and franchised utilities to identify hindrances to economic development and whether they are justified. Unnecessary hindrances should be removed to the extent possible.</p>	<p>The City Council retained an economic development consultant to review hindrances to economic development, who completed their study in 1994. No major procedural changes were recommended.</p>
<p>OBJECTIVE 2.4: The City should take a pro-active role in attracting and maintaining business and industry within the City.</p>	
<p>Strategy 2.4.1: The City should work with the Benbrook Area Chamber of Commerce to achieve mutually agreed upon goals. The goals should be developed as part of a joint City/Chamber work session.</p>	<p>The Assistant City Manager serves as an ex-officio member of Chamber Board of Directors, while the Community Development Director sits on the Chamber's Economic Development Committee.</p>
<p>Strategy 2.4.2: The City should encourage and participate in the development of quality promotional materials for the City.</p>	<p>City has provided materials for use by Chamber. City has resumed responsibility for updating community profiles and City maps from Chamber. Plans for a new marketing brochure will be considered during the coming year.</p>
<p>Strategy 2.4.3: The City, through its City Council and staff, should represent the City at Chamber of Commerce meetings and functions.</p>	<p>At least one City staff members attends each Chamber breakfast or luncheon meeting, at personal expense.</p>
<p>Strategy 2.4.4: The City should fully utilize the services of the Texas Department of Commerce, North Central Texas Council of Governments and other organizations to assist in economic development activities.</p>	<p>Staff has made limited contacts with these organizations. The City has dropped its membership in the North Texas Commission for budget reasons.</p>

GOALS, OBJECTIVES AND STRATEGIES	STATUS OF ACTION JANUARY 1994 - NOVEMBER 1994
Strategy 2.4.5: The City should investigate development inducements, such as tax abatements, infrastructure assistance, and development incentives to attract certain types of business development.	City continues to offer tax abatement.
Strategy 2.4.6: The City should encourage and promote retail sales within Benbrook through various promotional activities.	No action.
Strategy 2.4.7: The City should review its image as a community and seek to improve any negative aspects where possible.	City retained economic development consultant to review the City's image. The consultant recommended better marketing and communication of Benbrook's assets.
Strategy 2.4.8: Capital expenditures by the City should provide a high quality of service to commercial corridors and encourage additional private investment in property improvements.	No projects under construction.
GOAL 3: Residential neighborhoods should provide a choice of housing stock and be protected from the intrusion of blighting influences.	
OBJECTIVE 3.1: The City should provide adequate land for various types of housing within acceptable densities and quality.	
Strategy 3.1.1: Approximately 50 percent of the land available for existing and future development within the City should be allocated to residential uses.	Land Use Plan currently allocates 51.5 percent of land to residential uses.
Strategy 3.1.2: No more than 50 percent of the dwelling units within the City should be allocated to multifamily units.	Land Use Plan currently allows up to 55 percent of potential dwelling units to be multifamily.
Strategy 3.1.3: The density of new residential areas should be in the same range as the average density of adjacent development, unless adequate protection and	All residential development over past year has complied.

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buffers are provided.	
Strategy 3.1.4: Residential development should provide adequate lot size and shape to accommodate residential structures, provide usable open space of adequate size, and protect the privacy of indoor and outdoor uses.	All residential development over past year has complied.
Strategy 3.1.5: Housing should be developed in accordance with applicable building codes to provide safe, decent and sanitary conditions.	City continues to enforce the 1991 Uniform Building Code. The City plans to adopt the 1994 Uniform Building Code during the coming year.
Strategy 3.1.6: The City should enforce building and other applicable codes to maintain the quality of housing and neighborhoods.	City continues to enforce Building, weed, and junk vehicle codes. Building inspection and code enforcement have been transferred from the Community Development Division to the Community Services Division.
OBJECTIVE 3.2: Residential land uses should be protected from the incompatible intrusion of other land uses.	
Strategy 3.2.1: Site design techniques, such as buffers or screens, access and building orientation, should be employed to mitigate negative intrusions on residential areas.	City adopted bufferyard requirements as part of Zoning Ordinance amendments in 1993.
Strategy 3.2.2: Vacant land or redevelopment within existing residential areas should be limited to similar density residential, public or semi-public uses.	All residential development over past year has complied.
Strategy 3.2.3: The City should deny zoning requests and development proposals which are in direct conflict with the Comprehensive Plan.	All development proposals have conformed to Comprehensive Plan.
Strategy 3.2.4: The City should discourage rezoning requests where the zoning is to the benefit of the applicant only and to the detriment of the community as a whole.	No applications were received during the reporting period.

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<p>OBJECTIVE 3.3: Design standards should maximize the quality of life within neighborhoods where possible.</p>	
<p>Strategy 3.3.1: All new neighborhood streets, as well as existing City streets with high projected vehicle or pedestrian traffic volumes, should be amenable to pedestrian traffic through the provision of sidewalks as they are constructed or reconstructed.</p>	<p>Sidewalks have been required as part of new plats, or deferred. The City installed wheelchair ramps in Westpark as part of the Community Development Block Grant program.</p>
<p>Strategy 3.3.2: Underground utilities should be provided, where possible, to avoid visual clutter.</p>	<p>Underground utilities have been required or provided as part of all new plats. The City is working with TU Electric to remove the overhead lines along U.S. 377.</p>
<p>Strategy 3.3.3: Landscaping and other site amenities should be provided wherever possible.</p>	<p>Landscape requirements were included in Zoning Ordinance amendments.</p>
<p>Strategy 3.3.4: Residential areas should be designed to provide easy, convenient access to community facilities and services.</p>	<p>No action necessary.</p>
<p>GOAL 4: Transportation systems should be developed and maintained to provide safe, efficient, and comfortable means of travel to, from, and within the City.</p>	
<p>OBJECTIVE 4.1: A system of thoroughfares, collectors, and local streets should be planned and established to provide safe and efficient flow of traffic through the City.</p>	
<p>Strategy 4.1.1: Streets should be designed with sufficient width to reduce congestion and increase safety.</p>	<p>City continues to use design standards for safe width of streets.</p>
<p>Strategy 4.1.2: Streets should be designed with a minimum number of points of conflict wherever possible.</p>	<p>The number of drive approaches has been minimized to the extent possible.</p>

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Strategy 4.1.3: Intersections and drive approaches should be designed with adequate sight distances and spacing to reduce conflicts.	The City enforces requirements for sight visibility triangles.
Strategy 4.1.4: Adequate street illumination should be provided to allow safe travel at night.	Street lights have been added to U.S. 377 north of Williams Road.
Strategy 4.1.5: Streets should be designed to discourage speeding while adequately recognizing the need for a continuous street pattern.	No new streets were built during reporting period.
Strategy 4.1.6: Signs, walls and other necessary structures should be located to avoid creation of hazards to motorists on public streets.	Sight visibility triangles have been required on new plats and on sign applications.
OBJECTIVE 4.2: Land uses should be compatible with the thoroughfare system by allowing the free flow of traffic on thoroughfares and restricting nonessential traffic from local and collector streets.	
Strategy 4.2.1: Commercial areas should be located on thoroughfares in such a manner as to allow free flow of traffic on thoroughfares while minimizing commercial traffic on collectors and local streets.	All commercial development during reporting periods complies with this strategy.
Strategy 4.2.2: Residential uses should be oriented to front on local streets wherever possible, and on collector streets only when necessary. Frontage on thoroughfares should be avoided.	All residential development during the reporting period met this strategy, where practical.
Strategy 4.2.3: Sufficient off-street parking should be provided for all land uses to avoid congestion on streets.	Staff requires conformance to parking standards on new developments.
OBJECTIVE 4.3: The City should investigate the costs and benefits of joint use mass transport with Fort Worth and a	

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regional transportation authority should one come into existence.	
GOAL 5: Recreational spaces and opportunities should be provided to allow choice of leisure time activities.	
OBJECTIVE 5.1: The recreational needs of existing and future populations should be determined.	
Strategy 5.1.1: The City should determine the appropriate park land needs for the ultimate population and determine appropriate mechanisms for acquiring or protecting those resources.	Requirements were determined and revised this year as part of the Community Facilities element. No action taken on acquisition mechanisms.
Strategy 5.1.2: The City should identify recreational needs of teenagers and young adults and investigate ways to provide opportunities to meet those needs.	The staff made a presentation to the Parks and Recreation Board, but no further action has occurred.
OBJECTIVE 5.2: New park land should be provided in selected areas to provide convenient recreational opportunities for residents.	
Strategy 5.2.1: New development should provide sufficient recreation and open space to meet the needs of its residents.	No action on this strategy.
Strategy 5.2.2: Existing recreational land and open space should be optimized through multiple uses.	No action on this strategy.
Strategy 5.2.3: Environmentally sensitive or important areas should be identified and protected from development where appropriate.	No further action on this strategy.
Strategy 5.2.4: Important scenic views and vista should be identified and protected, and made accessible to residents, where appropriate.	No action on this strategy.
OBJECTIVE 5.3: Development should be compatible with the	

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natural environment.	
GOAL 6: A quality educational system should be provided for all citizens.	
OBJECTIVE 6.1: Quality educational facilities and opportunities should be provided for all citizens in an efficient and convenient manner.	
Strategy 6.1.1: The City should coordinate with the Fort Worth Independent School District in planning and siting new public school facilities for primary and secondary students.	No action necessary during reporting period.
Strategy 6.1.2: The City should encourage the location of a higher education facility in or near Benbrook.	No action on this strategy.
Strategy 6.1.3: Library needs should be determined and service provided in an appropriate manner.	Library needs were determined previously as part of Community Facilities element. City provides subsidy of library membership in adjacent cities.
Strategy 6.1.4: The City should encourage and facilitate local business and community support for schools serving Benbrook students.	No action on this strategy.
OBJECTIVE 6.2: Public education should be provided in a cost-effective manner.	
Strategy 6.2.1: The City should periodically review the costs and benefits of participating in the Fort Worth Independent School District and explore alternatives if it becomes necessary.	The staff is currently updating the review that was done in 1991 as part of Community Facilities element.
GOAL 7: The City should provide sufficient infrastructure and services to meet the needs of the citizens and protect the rights of citizens, while minimizing government cost to the extent practical.	
OBJECTIVE 7.1: The City should provide and maintain	

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adequate street and drainage facilities.	
Strategy 7.1.1: The City should plan for future street and drainage needs and formulate the mechanism to construct them.	Drainage Plan has been expanded to include more watersheds. This process should be completed during the coming year.
Strategy 7.1.2: New developments should provide the necessary infrastructure as part of their development cost.	This has been required on all new development during reporting period.
Strategy 7.1.3: The City should review and require design standards which minimize the long term maintenance costs of infrastructure in the City.	Current design standards minimize long-term maintenance.
OBJECTIVE 7.2: The City should continually review to improve efficiency and investigate those services which may be accomplished by private industry at lower cost while still meeting City standards.	
Strategy 7.2.1: Efforts should be taken to minimize the quantity of solid and liquid wastes to reduce disposal and treatment costs.	City continues curbside recycling. State has adopted new requirements for water-conservation fixtures.
OBJECTIVE 7.3: The City should review the social service needs of the City and identify mechanisms to provide these services.	
Strategy 7.3.1: The City should encourage and facilitate the provision of social services through private initiatives such as neighborhood groups, churches, and social organizations.	No further action on this strategy.
OBJECTIVE 7.4: The City should continually review its internal and external operations to identify areas of potential efficiency improvements.	
Strategy 7.4.1: The City should continue to investigate	City continues to upgrade its computers, as budget allows.

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the use of computer technology to increase efficiency and productivity of the existing staff.	
Strategy 7.4.2: The City should explore new and more effective ways of communication between the Council, Boards & Commissions, staff, BWSA, neighborhood associations and citizens.	The City and BWSA participated jointly on the Economic Development Task Force. The City will resume publication of the Community newsletter with the first issue scheduled for December 1994.
Strategy 7.4.3: The City should investigate the feasibility of using alternate fuels, such as compressed natural gas, in its vehicle fleet to reduce costs and air emissions.	City reviewed conversion of vehicles to compressed natural gas, but determined that it was not cost-effective at this time. The staff will review this again when commercial refueling stations become available.
OBJECTIVE 7.5: The City should review and implement measures to minimize the tax burden on citizens.	
Strategy 7.5.1: The City should continually review measures to reduce expenditures of the City while maintaining a high level and quality of service.	This is accomplished annually during budget process.
Strategy 7.5.2: The City should determine and seek an appropriate balance between ad valorem taxes, sales taxes, fees and other sources of income.	City currently receives 67 percent of total revenue from ad valorem taxes. Sales taxes are only 11 percent of total revenue.
Strategy 7.5.3: The City should encourage new land development as a means of increasing assessed value within the City without requiring an increase in the tax rate. To this end, the City should review the costs and benefits of development within the City.	The staff acquired a computer program to analyze the fiscal impact of new development. No further action has occurred on this strategy.
Strategy 7.5.4: The City should increase sales tax revenues by encouraging commercial development and activity within the City.	No action on this strategy.
Strategy 7.5.5: The City should seek to limit the amount of long-term debt service to 20 percent or less of the total budget.	Debt service is currently 24.9 percent of total expenditures.

**Table 16.2
PROGRESS ON 1993-1994 ACTION PLAN**

Strategy Number	Description of Action	Responsible Party	Accomplishments 1993-1994
2.3.5	Review and remove hindrances to economic development	Staff, P&Z, City Council, Chamber of Commerce	The City's consultant reviewed this during the economic development strategic plan process. Recommendations are currently being implemented.
2.4.7	Review community image	Staff and Chamber	City's economic development consultant reviewed City's image and recommendations are being implemented.
5.1.2	Explore recreation opportunities for teenagers	Staff, P&Z, City Council	Staff made a presentation to the Parks & Recreation Board, but no further action has occurred.
5.2.3 & 5.2.4	Identify sensitive and scenic areas	Staff	No further action.
6.1.2	Attract higher education facilities	City Council, Chamber	No action
7.4.2	Improve communications	City Council, Staff	Staff is resuming publication of the Community Newsletter, with the first to be published in December 1994.
7.5.3	Review costs and benefits of development	Staff	Staff acquired a computer program to analyze the fiscal impact of land development. No further action has occurred.
Capital Improvements Program	Senior Citizens Expansion, Winscott Road from I-20 to Mary's Creek, Lakeside/Winscott from US 377 to Rio Grande	Staff	All projects completed.

Table 16.3
ACTION PLAN FOR 1994-95

Strategy Number	Description of Action	Responsible Party
5.1.2	Explore recreation opportunities for teenagers	Staff, City Council
5.2.3 & 5.2.4	Identify sensitive and scenic areas	Staff
6.1.2	Attract higher education facilities	City Council, Chamber of Commerce
7.5.3	Review costs and benefits of development	Staff