

9. IMPLEMENTATION





CHAPTER NINE IMPLEMENTATION

The success of the Bastrop Comprehensive Plan will be measured through the community's commitment to implementation. Utilizing the Bastrop Comprehensive Plan on a frequent basis for policy, planning, regulatory, and capital decisions will lead to its commonplace acceptance and reference.

It is through the process of implementation that actions are translated into specific policies, operational changes, financial investments (e.g., capital improvements), further studies, and new regulation. Containing almost 300 individual actions throughout its nine (9)

chapters, implementation of the Bastrop Comprehensive Plan requires a clear short-term work program. **Chapter 9** of the Bastrop Comprehensive Plan identifies high priority objectives and actions for which near-term action is recommended (while not detracting from the importance of other actions listed throughout this Plan). To promote sustained implementation of the Bastrop Comprehensive Plan, this chapter also includes formalized procedures for the ongoing plan monitoring, amendments, and updates.



Chapter 9 identifies high priority objectives and actions as discussed in previous chapters, including policies, studies, and new regulatory adjustments that will guide infrastructure investments and growth patterns.

PARTNERING FOR SUCCESS.

Comprehensive plan implementation will take coordinated effort from community leaders, and individual citizens, to appointed and elected officials, to outside agencies and entities. Ultimate success involves a combination of City and non-City partners. At a minimum, Plan implementation partnerships could include:

- *Bastrop elected and appointed officials;*
- *City Administration and staff;*
- *Bastrop Economic Development Corporation (EDC);*
- *Bastrop County;*
- *Texas Department of Transportation;*
- *Bastrop Chamber of Commerce;*
- *Bastrop Independent School District (BISD);*
- *Lower Colorado River Authority (LCRA);*
- *Abutting local municipalities (on projects that benefit both jurisdictions);*
- *Other affected agencies and entities; and*
- *Area land and business owners and the development community.*

IMPLEMENTATION ACTION PLAN

Chapters 2 through 8 of the Bastrop Comprehensive Plan include 36 goals, 96 objectives, and 292 recommended implementation actions that may be initiated and accomplished at any point during the 20-year horizon of this Plan. These chapters also include background information, analysis, and guidance as to how these actions could be implemented over time. The plan's goals, objectives, and actions are also accompanied by multiple policy statements – principally associated with the Bastrop Growth Program, Future Land Use Plan, and Major Thoroughfare Plan components of this document.

Implementation of Bastrop's objectives, and recommended actions, can occur concurrently through the efforts of multiple partners. Still, the volume of actions contained within the plan increases the likelihood that substantial plan implementation will span the entire 20-year plan horizon. This recognition necessitates that certain initiatives are prioritized above others and that a short-term work program is generated to guide implementation actions over the immediate five (5) year period.

SHORT-TERM WORK PROGRAM

The Bastrop Comprehensive Plan's Short-term Work Program is presented in **Figures 9.1 through 9.5** (pages 9-4 through 9-13). The Short-term Work Program includes prioritized lists of actions derived from the various Plan chapters. The figures do not include every action recommendation found throughout the Plan, but focus on activities that require new initiatives or the adjustment of current municipal policies or practices. Some objectives and action statements contained in the Plan that affirm ongoing activities or policies (many of which reflect "best practices") are not referenced in the Short-term Work Program because their continuation will not require a substantial adjustment to current municipal practices.

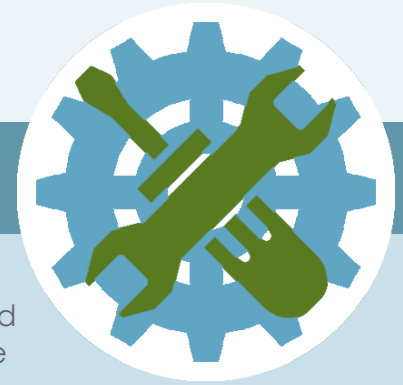
As configured, the Short-term Work Program details the “to do” list of the City’s highest implementation priorities, and shows the general time frame for the initiation of these prioritized tasks - as well as identifying those parties that are responsible for initiating and participating in the implementation process.

Appendix C, Short-term work program ranking results includes the results of ranking activities undertaken by the CPSC and Bastrop Planning and Zoning Commission which was utilized for Short-term Work Program preparation.

The absence of a recommended Plan activity or initiative from the Short-term Work Program does not negate its overall community value.

Changing community conditions may alter local priorities and require that previously non-prioritized actions be incorporated into the short-term work program. Short-term work program adjustments may be incorporated into the overall plan review and update process (see page 9-17).

IMPLEMENTATION TOOLS



The priority actions listed in the Short-term Work Program have been organized across five (5) implementation categories. It is acknowledged that some prioritized actions could meet the definition of more than one (1) category described below.



Operational Change.

New or changed programs, staffing, or operational procedures.



Policy.

Procedures or policies used to guide City decisions.



Financial Investment.

Capital improvement or general fund expenditures to improve the quality of Bastrop.

Regulation.

Council adopted regulations used to guide development in the City.



Study.

Further study or investigation needed to determine the most appropriate solution.



FIGURE 9.1. SHORT-TERM WORK PROGRAM (POLICY)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
POLICY ACTION RECOMMENDATIONS⁶								
P.1	Incorporate references to applicable Comprehensive Plan goals, objectives, actions and/or policies within land use and development case reports, budget requests, agenda requests, and other similar procedural activities.	N/A	N/A (Chapter 9, page. 9-16)	N/A	■		■	City (City Council, Boards and Commissions, City Departments)
P.2	Interpret and apply the recommendations of the Future Land Use Plan, and other applicable provisions of the Bastrop Comprehensive Plan, to applications, grant funding requests, and other solicitations of City support that are related to land use or development in the City of Bastrop's area of jurisdiction.	N/A	5.1.1 (p. 5-33)	27	■		■	City (Planning and Development, Planning and Zoning Commission, DB-FBC Task Force)
P.3	Develop a list of minimum parameters which must be met for the City to approve a proposed MUD or other water district in the ETJ.	N/A	2.1.2 (p. 2-17)	7	■			City (Planning and Development, Planning and Zoning Commission)
P.4	Prioritize capital waste water projects that can be leveraged with storm water drainage, street, or other similar infrastructure improvements – particularly those that service developed areas where vacant infill tracts can be developed.	N/A	2.4.1 (p.2-27)	12	■			City
P.5	Address locations with poor visibility on the Bastrop transportation network.	N/A	6.4.3 (p. 6-24)	31	■		■	BISD, City (Public Works), TxDOT,
P.6	Establish clear multi-family residential targets as a ratio of all City housing to alternatively meet 2036 City population projections; or, to generate additional supply to meet anticipated market potential.	N/A	4.1.1 (p. 4-9)	34	■			City (Planning and Development)

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.
² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.
³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.
⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.
⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.
⁶ Policy Action Recommendations: Plan includes multiple other policy statements which may be applied to land development and growth decisions on a case-by-case basis, but do not necessarily require formal action.

NOTE: A consolidated list of all Bastrop Comprehensive Plan goals, objectives, and actions is located in Appendix A.

FIGURE 9.1. SHORT-TERM WORK PROGRAM (POLICY, CONT.)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
POLICY ACTION RECOMMENDATIONS								
P.7	Establish City park and open space targets by type and distribution. Meet park land and open space targets through a mix of public land and private common area.	N/A	7.1.1& 7.1.4 (p. 7-19, 7-22)	35, 44		■		City (Planning and Development, Public Works, Parks Board)
P.8	Coordinate transportation planning with TxDOT, CAMPO and Bastrop County to ensure that key corridors to/from Travis County.	N/A	6.1.4	36		■	■	City, CAMPO, TxDOT
P.9	Adopt a Complete Streets Policy as part of the subdivision ordinance for Bastrop that enumerates strategies for the safe and efficient travel of all modes along roadways and utilizes design guidance specified in the NACTO Urban Street Design Guide.	Yes (R.2 & R.3)	6.8.1	37		■		City, CAMPO, TxDOT
P.10	Create a comprehensive access management policy/ program for the City of Bastrop that considers access management best practices to ensure efficient traffic flow and reduce queuing, such as innovative intersection treatments like roundabouts.	Yes (R.2)	6.1.2 & 6.4.1 (p. 6-10, 6-23)	38, 43		■		City, TxDOT

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.

² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.

³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.

⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.

⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

⁶ Policy Action Recommendations: Plan includes multiple other policy statements which may be applied to land development and growth decisions on a case-by-case basis, but do not necessarily require formal action.

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FIGURE 9.2. SHORT-TERM WORK PROGRAM (STUDY)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
STUDY ACTION RECOMMENDATIONS								
S.1	Maintain and update a master water system plan which identifies priority water system rehabilitation projects, and sub-areas where system expansion projects are desirable.	N/A	2.2.1 (p. 2-22)	1	■			City (Public Works)
S.2	Prepare a master drainage study for the City that identifies critical storm water infrastructure improvement needs by watershed, phasing, and cost. Evaluate the feasibility of establishing a municipal drainage utility.	N/A	2.6.1 (p. 2-32)	2	■			City (Public Works)
S.3	Identify gaps in the road network, potential sites for new river crossings, where right of way may be required to expand roadway capacity. Fund capital projects that address these issues.	N/A	6.1.3, 6.2.2 & 6.2.3 (p. 6-10, 6-12, 6-13)	14,15, 16	■		■	City, CAMPO, TxDOT, Bastrop County
S.4	Commission a River Loop design study that determines the feasibility of an interconnected multi-use trail network between Fisherman's Park, Ferry Park, proposed parks northwest of the SR71 bridge, and at River's Bend at Pecan Park.	N/A	7.1.3 (p. 7-21)	17	■			City
S.5	Commission a needs assessment study to determine the personnel, space needs, and site needs for a new fire station. This station should be planned to maintain or exceed the current ISO rating for Bastrop.	N/A	3.1.4 (p. 3-16)	21	■			City (Administration, Public Safety)
S.6	Prepare an organizational study to be adopted by City Council which projects anticipated staffing needs for a minimum 10 year period.	N/A	3.1.1 (p. 3-15)	26	■			City Administration, Finance)
S.7	Develop an Incident Management Plan in conjunction with Bastrop Police and Fire Departments to identify emergency response needs with respect to the existing and future transportation network.	N/A	6.1.5 (p. 6-10)	28			■	City (Administration, Public Safety), Bastrop County

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.
² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.
³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.
⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.
⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.2. SHORT-TERM WORK PROGRAM (STUDY, CONT.)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
STUDY ACTION RECOMMENDATIONS								
S.8	Commission a downtown master plan - including a strategic plan for the Bastrop Cultural District.	N/A	8.1.1 & 8.1.2 (p. 8-8)	32, 41		■		City (EDC, Main Street, Boards)
S.9	Develop and implement a plan to reevaluate the placement of school bus stop locations.	N/A	6.4.4 (p. 6-24)	46		■		BISD, City (Public Safety, Public Works)
S.10	Prepare and implement a master plan for an indoor and outdoor recreation center, and for long-term rodeo facility upgrades – and potential expansion.	N/A	7.2.1 & 7.2.2 (p. 7-22, 7-23)	47, 53		■		City (EDC, Public Works)

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.

² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.

³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.

⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.

⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.3. SHORT-TERM WORK PROGRAM (FINANCIAL INVESTMENT)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
FINANCIAL INVESTMENT ACTION RECOMMENDATIONS								
F.1	Investigate the feasibility of establishing one (1) or more regional storm water detention basins. Consider assessing impact fees to fund regional storm water detention facilities.	Yes (S.2)	2.6.1 (p. 2-32)	2	■			BISD, City (Public Works), TxDOT,
F.2	Continue to incorporate water main replacement and water treatment filtering system projects into the City's capital improvements program (CIP) based on CIP ranking criteria.	Yes (O.3)	2.2.2 & 2.2.3 (p. 2-23)	3,6	■		■	City (Public Works)
F.3	Reinstate and ensure the long-term availability of façade and renovation grants for downtown businesses and property owners.	N/A	8.1.6 (p. 8-8)	8	■		■	BISD, City (Planning and Development, Public Works)
F.4	Develop and promote the availability of small business grants and incentives to draw specialty retailers and eateries to downtown.	N/A	8.1.5 (p. 8-8)	18	■		■	City (Main Street), EDC
F.5	Incorporate immediate upkeep and maintenance needs for the rodeo grounds into the City's five-year capital improvements program.	Yes (O.3)	7.2.2 (p. 7-23)	53	■			City (Planning and Development, Public Works, Parks Board)
F.6	Re-evaluate the City's water consumption charges to determine whether rate adjustments are necessary to reduce per capita water usage at a target conservation rate referenced in the City's 2014 Water Demand Projections model.	N/A	2.3.1 (p. 2-23)	55	■		■	City (Public Works)
F.7	Allocate a fixed percentage of annual revenues for the purchase of household low-flow fixtures for distribution to the general public.	Yes (S.1)	2.3.1 (p. 2-23)	55	■		■	City
F.8	Develop the trails, parks, and river access points promoted as part of the City's River Loop concept - including Old Iron Bridge repair and bike-ped enhancements to the SH71 bridge.	Yes (S.4)	7.1.3 & 8.2.2 (p. 7-21, 8-9)	17, 23		■	■	City (Planning and Development, Public Works, Parks Board), CAMPO, TxDOT

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.
² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.
³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.
⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.
⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.3. SHORT-TERM WORK PROGRAM (FINANCIAL INVESTMENT, CONT.)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
FINANCIAL INVESTMENT ACTION RECOMMENDATIONS								
F.9	Identify and prioritize capital projects that increase connectivity to the SH 71 commercial corridor and downtown.	Yes (O.3)	6.2.4 (p. 6-13)	29		■		City, CAMPO, TxDOT
F.10	Work with TPWD to create an on-water and off-water way-finding program for the El Camino Real Paddling Trail. Partner with other governmental and non-profit entities to fund and install way finding features and boat launch upgrades.	Yes (S.4 & S.8)	7.2.3	31		■		City (Parks Board), TPWD, Bastrop County, Keep Bastrop Beautiful

¹ Inventory number applied solely to cross-reference "prerequisite actions" between each short-term work program figure.

² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.

³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.

⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.

⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.4. SHORT-TERM WORK PROGRAM (OPERATIONAL CHANGE)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
OPERATIONAL CHANGE ACTION RECOMMENDATIONS								
O.1	Create a comprehensive digital inventory of the City's water, waste water, and storm water facilities. Purchase equipment necessary to maintain the digital inventory internally.	N/A	2.2.1, 2.6.1 & 2.5.1 (p. 2-22, 2-28, 2-32)	1, 2, 11	■			City (IT, Public Works)
O.2	Manage a consistent infrastructure inspection and repair system.	N/A	6.3.1 (p. 6-18)	4	■		■	City (Public Works)
O.3	Include ranking criteria in a City Capital Improvements Program that provides weight to proposed projects that promote infill and/or contiguous development.	N/A	2.2.1 (p. 2-17)	5	■			City
O.4	Prepare and utilize a fiscal impact analysis tool when determining the value of annexing property, or when reviewing proposed planned developments or other development proposals.	N/A	2.2.1 (p. 2-17)	5	■			City
O.5	Seek additional water sources in which lower levels of metals causing water dis-colorization are found and program the replacement of ground water sources with higher levels of manganese.	N/A	2.2.3 (p. 2-23)	6	■		■	City (Public Works), TCEQ
O.6	Create a DMO to harmonize the City's marketing and tourism efforts.	N/A	8.5.1 & 8.5.2 (p. 8-14)	10	■			City (Boards, Main Street, Convention), EDC, Bastrop Museum and Visitors Center, Bastrop County, Hyatt/Visit Lost Pines
O.7	Develop a model storm water management program and implement best management practices(BMP) that address the six (6) minimum control measures required by TCEQ of MS4 communities.	N/A	2.7.1	13	■		■	City (Public Works), TCEQ
O.8	Consider costs related to establishing a paid full-time fire department. Select a site of a minimum of two (2) to three (3) acres west of the Colorado River for the construction of Fire Station #3. Design the station.	Yes (S.5 & S.6)	3.1.4 (p. 3-16)	21	■	■		City (Administration, Finance, Public Safety)

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² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.
³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.
⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.
⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.4. SHORT-TERM WORK PROGRAM (OPERATIONAL CHANGE, CONT.)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
OPERATIONAL CHANGE ACTION RECOMMENDATIONS								
O.9	Evaluate crash data to identify and prioritize areas with high crash frequencies for targeted enforcement. Implement a signal timing system to improve flow through the existing transportation network.	N/A	6.1.5 & 6.3.3 (p. 6-10, 6-18)	22, 28		■	■	City (Public Safety, Public Works), TxDOT
O.10	Put forward an application to become a Certified Local Government to receive grants from Texas Historic Commission and National Park Service.	N/A	8.3.3 (p. 8-11)	54		■		City (Planning and Development, Historic Landmarks Commission)

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² Action Recommendation: Statements may be abbreviated, or may combine one (1) or more actions. See applicable objective for full description.

³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.

⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.

⁵ Short-term Priority: Estimates the year(s) within which the action should be initiated.

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FIGURE 9.5. SHORT-TERM WORK PROGRAM (REGULATION)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
REGULATION ACTION RECOMMENDATIONS								
R.1	Update utility ordinances where necessary to permit development within the municipal limits only when it can tie into existing water mains, unless water main extension is paid for by the developer.	N/A	2.2.1 (p. 2-22)	1	■			BISD, City (Public Works), TxDOT,
R.2	Initiate the preparation of a unified development code, or amendments to individual land development regulations, to implement recommended character area development parameters and community image amendments.	N/A	5.2.1 (p. 5-44)	59	■			BISD, City (Planning and Development, Planning and Zoning Commission)
R.3	Establish neighborhood connectivity standards for new developments that establish requirements for block spacing, access points, and discourage cul-de-sacs, gated communities or other restricted access streets.	N/A	6.2.1 (p. 6-12)	19	■			City (Planning and Development, Public Works, Planning and Zoning Commission)
R.4	Manage the impact of assembly uses, special events, and temporary uses on surrounding property, and public infrastructure and services through the amendment of various City codes.	N/A	8.6.1 (p. 8-17)	24	■			City (Planning and Development, Finance, Public Works, Planning and Zoning Commission)
R.5	Amend City land development ordinances to distinguish between shared-use paths, side paths and sidewalks. Prepare design criteria for shared use paths of varying types.	N/A	7.1.2 (p. 7-19)	39	■			City (Planning and Development, Public Works, Planning and Zoning Commission, Parks Board)
R.6	Incorporate Future Land Use Plan development parameters and policies, and community image recommendations into new development via the planned development process.	N/A	5.2.2 (p. 5-44)	60	■			City (Planning and Development, Planning and Zoning Commission)
R.7	Update land development tools to meet park and open space targets.	Yes (P.7)	7.4.1 (p. 7-28)	40		■		City (Planning and Development, Public Works, Planning and Zoning Commission, Parks Board)

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FIGURE 9.5. SHORT-TERM WORK PROGRAM (REGULATION, CONT.)

INVENTORY # ¹	ACTION RECOMMENDATION ²	PRE-REQUISITE ACTIONS ³	PLAN OBJECTIVE	CPSC SURVEY RANKING ⁴	SHORT-TERM PRIORITY ⁵			INVOLVED ENTITIES
					IMMEDIATE (1-2 YRS.)	EXTENDED (3-5 YRS.)	ON-GOING	
REGULATION ACTION RECOMMENDATIONS								
R.8	Modify City landscaping requirements to require the use of drought tolerant native plant species and other xeriscaping techniques for select development sizes and types. Incorporate low impact development (LID) solutions.	N/A	2.3.1 & 2.7.2 (p 2-23, 2-33)	45, 55		■		City (Planning and Development, Planning and Zoning Commission)
R.9	Prepare corridor appearance standards for development along key City corridors.	N/A	5.2.2 (p.5-44)	60		■		City (Planning and Development, Public Works, Planning and Zoning Commission), TxDOT
R.10	Modify pedestrian accessibility requirements between developments and to destinations such as schools, parks, and shopping.	N/A	6.2.5 (p. 6-13)	68		■		City (Planning and Development, Planning and Zoning Commission)

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³ Prerequisite Actions: Initiation requires the completion of a prior action. See applicable objective for full description.
⁴ CPSC Survey Ranking: Refers to the priority applied to each Plan objective by the CPSC through an on-line survey. See Appendix C.
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PLAN ADMINISTRATION.

PLAN CHAMPIONS

During the planning process, public activities assisted in identifying the community's vision for the future. A by-product of such activities is that they often identify a key individual, or a group of people, who take on responsibility for being the Plan implementation champion(s). This may be for a specific Plan action or actions (e.g., updating the City's regulations), or for the entire Plan itself. Implementation champions can come from within the City (e.g., the Mayor, City Manager, Planning Director, a City Councilperson, etc.) or from within the community (e.g., a local prominent business owner, land owner, or activist). What is important, is that fostering these key individuals (or champions) is critical to the success of the Plan implementation.

IMPLEMENTATION ROLES & RESPONSIBILITIES

While implementation of this Plan will require the efforts of the entire community, the City of Bastrop's elected and appointed officials and staff will take on a large role and be tasked with initiating and coordinating the work of others. Accordingly, the following City entities must play a key role in Plan implementation efforts:

- **City Council.** *Through strategic direction meetings, annual budgeting, and other related decision making, the City Council establishes overall action priorities and time frames by which each action will be initiated and completed. In some cases, they provide specific direction to the Planning and Zoning Commission, other boards and commissions, and City staff.*
- **Planning and Zoning Commission.** *The Planning and Zoning Commission is designated as an advisory board to the City Council and tasked with making recommendations related to the development and redevelopment of the City and its environs. The Planning and Zoning Commission should assume an ownership role of the implementation of this Plan. This could include preparing (in conjunction with City staff) an annual report of progress and short-term work program update recommendations. In addition, the Planning and Zoning Commission must ensure that each of their decisions are consistent with the vision, goals, objectives, actions, and policies of this Plan.*
- **Other Boards and Commissions.** *Bastrop's many boards and commissions are tasked with advising City Council on various topics ranging from parks and recreation, to public arts, and housing. City's boards and commissions should consult the applicable sections of this of this Plan to ensure that their activities remain consistent with overall community goals and objectives.*
- **Economic Development Corporation (EDC).** *The primary mission of the Bastrop EDC is the retention, expansion, and attraction of business and industry within the City. It works to foster a strong and long-lasting economy in Bastrop through attracting and expanding businesses, building a strong workforce, and supporting the expansion and revitalization of the City's economic core – Downtown Bastrop. In this regard, the EDC is an essential strategic partner in implementing the vision, goals, objectives, and actions of this Plan.*
- **Administration and City Staff.** *As the executive branch of City government, the Administration and its staff are the technical experts and primary entity responsible for administering this Plan. To varying degrees, several City departments (e.g., Planning and Development, Public Works, etc.) are integral to the success of this Plan. As such, they are vested implementers and should ensure that their annual work programs and budgets are reflective of the vision set by the community.*

EDUCATION

The Bastrop Comprehensive Plan covers a wide variety of technical topics which affect the operations of City government. It includes background information on existing conditions, analysis of issues and alternatives, and provides direction as to an appropriate course of action to move forward. For those that were not as intimately involved in the process, it is important to convey not only the actions for moving forward, but also the reasons behind them. As such, it is important to educate appropriate elected and appointed officials on the strategic directions of the Plan. For City Council, this could include technical briefings by City staff during workshops prior to important decisions. For other boards and commissions, it could include a complete overview of the Plan itself followed by a question and answer session.

For those involved in the development process (including elected and appointed officials, and pertinent City staff), Plan awareness should be raised about the development policies that are included in each substantive chapter of the document. These development policies are intended to affect public actions and projects, whether it is a new City regulation, program, or capital improvement expenditure. Education could take the form of a one-time training session, but it would more beneficial if the policies were incorporated into monthly meeting packets and materials, in some fashion.

It is equally, if not more, important to provide education to those who are not part of the City government, including land and business owners, the development community, and the general public. Education should include a City web-page dedicated specifically to implementation of the Comprehensive Plan. This page should include a PDF of the Plan itself, the vision statement and guiding values, details on the near-term action agenda, a list of Plan-identified projects currently being implemented, annual reports of progress and successes, and details on opportunities to get involved. Additionally, identifying new projects (whether through signage, the newspaper, or social media) as part of "Plan Implementation" creates a strong foundation and connection between proactive planning and the City's wherewithal to follow through with implementation.



Bastrop's Comprehensive Plan web page can serve as an important portal to Plan implementation activities, updates, and success stories.

Successful comprehensive plan implementation ultimately requires that Bastrop’s administrators, advisory bodies, and decision-making authorities continually link their activities to plan recommendations. Such linkages will require that Bastrop systematically reference comprehensive plan goals, objectives, actions, and/or policies as part of its procedural activities including: land use case reports, budget requests, agenda requests (City Council, and boards and commissions), etc.

IMPLEMENTATION FUNDING

Funding for Comprehensive Plan implementation will come from a variety of sources, including local resources such as the general fund; voter-approved bonds; federal, state, and other grants; among other sources. In addition to these common and typical sources of funding, some cities also pursue the creation of special districts to help promote and/or incentivize new development or redevelopment both within the City limits and the ETJ. While each of these special districts have their own unique statutory framework, they all have the same general objective – improving the overall quality and performance of the City’s infrastructure and facilities, ensuring high quality development, and protecting and diversifying the local tax base. The following includes a brief descriptions of potential special districts:

- **Tax Increment Reinvestment Zone (TIRZ).** Chapter 311 of the Texas Tax Code allows municipalities or counties to form a Tax Increment Reinvestment Zone (TIRZ), which is a form of tax increment financing. Tax Increment Financing (TIF) is a way to encourage reinvestment in blighted or under-utilized areas that probably will not redevelop on their own. Put simply, it is a way to self-finance new development projects by capturing their back-end tax proceeds to amortize front-end project costs.

- **Public Improvement District (PID).** A Public Improvement District (PID) is a financing tool created by the Public Improvement District Assessment Act as found in Chapter 372 of the Texas Local Government Code. A PID enables any city to levy and collect special assessments on property that is within the city or within the city’s ETJ. PIDs are typically used to help fund enhancements like special lighting and streetscapes, and to help fund special events that benefit businesses in the district.
- **Chapter 380 Economic Development Agreements.** Chapter 380 Agreements enable cities to provide incentives encouraging developers to build in their jurisdictions. Development incentives typically take the form of property tax abatements, loans or grants, commitments for infrastructure, or payments of portions of the sales tax generated by the project.

CAPITAL IMPROVEMENTS PROGRAMMING

A capital improvements program, or “CIP,” is a multi-year plan (typically five (5) years) that identifies budgeted capital projects, including street infrastructure; water, waste water and drainage facilities; open space, trails and recreation facility construction and upgrades; construction of public buildings; and the purchase of major equipment. Identifying and budgeting for major capital improvements will be essential to implementing the Bastrop Comprehensive Plan. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this Plan and other policy documents adopted by the City.

A CIP framework has been developed by the City of Bastrop as part of this comprehensive planning process (**Appendix B, Capital improvements program**). The framework establishes the recommended structure for the inclusion of a CIP within the municipal budget in future City fiscal years. Key parameters of the City's recommended CIP (as defined within **Appendix B**) include:

- **Program Parameters.** *The CIP identifies overarching program parameters such as: project categories, minimum costs of capital projects, grouping of projects based on costs and/or recurring activities, the project ranking process.*
- **Ranking Criteria.** *The CIP defines five (5) "community" and five (5) "operational" criteria that are used to rank proposed CIP projects. Scoring ranges and weighting values are applied to each criteria to reflect their individual levels of community priority or operational necessity.*
- **Capital Project Lists.** *The CIP contains a (fiscally unconstrained) list of all projects for which a preliminary project form was submitted during CIP framework development. Following an internal ranking process, completed project forms have been inserted into the CIP (FY 16/17 through 20/21) for priority projects which can be fully or partially funded based on anticipated City revenues and other funding sources.*

Utilizing the framework appended to this Plan, the City of Bastrop should incorporate a CIP ranking and amendment process into future municipal budget cycles. The CIP framework is subject to refinement over time to incorporate additional oversight by members (and/or designees) of City Council, accommodate public input, or to otherwise address changing community conditions or values.

PLAN AMENDMENT

Based upon an analysis of existing conditions and public engagement, this Plan establishes the community's vision for the future. Despite this, the Plan still just reflects a snapshot in time. In order to be achievable, implementation must remain flexible and allow adjustment to accommodate shifts in local and national social, economic, physical, and political changes over time.

There are many local and national trends which could change the direction of this Plan's vision and Short-term Work Program for the future. Consequently, it is recommended that the Plan be revisited on a regular and routine basis followed by warranted updates.

- **Annual Progress Report.** *The Planning and Zoning Commission should prepare an annual report for submittal and discussion with the City Council. A status update of Comprehensive Plan implementation should be included in these annual reports. Significant actions and accomplishments during the past year should be recognized, in addition to recommendations for amending the Short-term Work Program. The Planning and Zoning Commission's annual report should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.*
- **Annual Updates.** *After the annual progress report is prepared, the Short-term Work Program should be updated as part of an annual Plan amendment. Annual Plan amendments also provide opportunities for relatively minor Plan updates and revisions, including changes to the Future Land Use Plan, Major Thoroughfare Plan, trails map. A Plan amendment should be prepared and distributed as an addendum to the*

Year Planner

August

September

Mon

Tues

Wed

Thurs

Fri

Sat

Sun

Plan review and amendment processes must be incorporated into the City's annual calendar.

adopted Comprehensive Plan. Identification of potential Plan amendments should be an ongoing process by the Planning and Zoning Commission and City staff throughout the year. Citizens, property owners, community organizations, and other governmental entities can also submit requests for Plan amendments. Proposed Plan amendments should be reviewed and approved by the Planning and Zoning Commission and City Council, and adopted in a manner similar to the Plan itself.

- **Five-Year Update.** A broader Plan evaluation and update should be prepared every five (5) years. This is typically staff-driven through input from various departments and elected and appointed officials. Spearheaded by the Planning and Development Department, the purpose of the update is to evaluate original Plan assumptions regarding growth trends, and to determine if recommended actions are still relevant. The five (5) year update should include the following:

- » A summary of Plan amendments and accomplishments to date;
- » Changes in trends and issues since the previous Plan adoption (e.g., changes in the predicted growth rate and the physical boundaries of the City; demographic composition; community attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);
- » Conflicts between decisions made and implementation actions yet to be undertaken;
- » Changes in law, procedures, or programs which will affect identified implementation actions; and
- » A comprehensive re-evaluation of the Short-term Work Program.

- **10-Year Update.** Capturing, planning, and implementing the community's vision for the future is one of the most important actions a City government can undertake. In this regard, this Plan sets the stage for all subsequent implementation actions during the 20-year planning horizon. That being said, conditions, population composition, and City trends and concerns change over time. In order to ensure that the Comprehensive Plan continues to provide the best and most appropriate guidance possible, the Plan should be taken through a full update process every 10 years. The 10-year update should include a comprehensive re-evaluation of the community's vision for the future, re-engagement of the public, and reanalysis of the issues and trends related to community growth, transportation, land use, parks and recreation, public facilities and services, and infrastructure. Action items identified in this Plan which have yet to be implemented should be evaluated to determine if they are still appropriate. Additionally, new action items should be identified as needed to keep the City progressing towards the high-quality place to live, work, and play that the community desires.

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