

Benbrook Library District Strategic Plan 2021-2026

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Benbrook Library District Strategic Plan 2021-2025

Introduction

The 2016-2020 Strategic Plan ended during a challenging time. The Benbrook Library District (BLD), doing business as the Benbrook Public Library (Library), ceased directly serving the public for six weeks beginning in March 2020 and gradually restored services through the end of the year. As of March 2021, services remain limited. Still, BLD managed to deliver more services than many libraries across the state, some of which remained shuttered through March. This major malady defied foresight and impacted the Library's ability to serve its community during lockdowns, cessation of operations, and widespread reductions in services. This disruption in services impacted all the matrices the Library refers to when evaluating its impact and performance. Therefore, other than making specific points pertaining to the year 2020, the Library's fiscal year 2019 will be used to benchmark performance indicators for this 2021-2025 term. Otherwise, lessons and insights learned from the 2020 experience would find their way into the Library's strategic planning going forward.

With the strains of the coronavirus experience, along with the Library's natural evolution, it became necessary to take a critical view of the prevailing resource-sharing model of the MetrOPAC consortium. This twenty-year partnership was unable to facilitate the BLD's current and projected growth trajectory. When the Benbrook Library joined the MetrOPAC shortly after the BLD's inception, its annual revenue was \$407.8 thousand. By 2020 it has nearly quadrupled to \$1.57 million. The Library severed this relationship to assert its independence and realign itself with a more advantageous model. As 2021 begins, the Library became involved in discussions with its former partners into forming a new cooperative model for a relationship going forward. This evolved into participation on a state grant, followed by the development of bylaws which formalized the resource-sharing relationship and structure, with the formal partnership commencing September 1, 2021.

The Friends of the Library to whom the BLD attributes its existence presents enormous potential in the Library's continued success by providing outlets for direct community engagement with the Library, albeit when the pandemic subsides, when the Library is free to resume its normal and projected activities. This direct engagement introduces Benbrook residents to the Library's operation affording not only transparency as volunteers work alongside staff but produces a logical channel for prospective board of trustee members for those who wish to take the next step in contributing to BLD's continued success. For these reasons and more, the Library seeks to reinforce the Friends of the Library and further integrate them into the Library's performance strategies.

The City of Benbrook adopted its Comprehensive Plan in 2020 and the BLD relies on this plan to shape its approach to serving the community and align its growth strategies to the city's projections, which forecasts a population of 47,000 residents.

Friends

A brief review of the Library's history is helpful to understanding the environment in which the Library operates and a summation of its current structure and performance provides context in the Library's position and prospects within the greater community.

The Benbrook Library District was voted into existence, by allocating one-half of one percent of sales tax collected in the city limits, in January 1999 following an initiative by the Friends of the Library (Friends) to build support for a ballot measure and its subsequent passing in a general election. An all-volunteer Library supplied by donations was originally established in 1989. Many of those involved at the Library's inception were still affiliated with the Library as volunteers or paid staff just prior to the coronavirus pandemic.

With persistent annual funding assured, the BLD was able to purchase, at a great value from the City of Benbrook, a building from which to deliver library service. Close to the municipal campus, and central to the community, the site proved to be an ideal location. Suitable alternate locations are scarce. Along with a new facility, the professional staffing and an elected board of trustees joined the Friends of the Library and volunteers in contributing to the Library's operation. In 2000, the first complete budget year following the establishment of the Library district, the Library's annual tax revenue was \$407,795.23. Over the course of twenty years by 2019, the tax revenue rose 74% to \$1,574,814.31. As the revenue increased, the Library was able to purchase its building which later underwent two expansions. The new space allowed for additional staff who proactively add value to the Library by developing collections, programming, and services while delivering superior customer service.



Figure 1 Our growth is attributed to the Friends' foresight, the community's demand, the trustees' influences, and the staff's initiatives

The public has enthusiastically responded to this effort as evident in the Library's performance indicators. The Friends of the Library's efforts bore fruit. For over twenty years, every Library book loaned, every program presented, every Library service received, and all the combined impact of these offerings and more was a direct result of the Friend's initiative so long ago.

More recently, the Library's growth has been phenomenal. Borrowing has doubled over the past five years; visitation has increased three-fold during the last ten years; and the number of

cardholders doubled over the past fifteen years. All of this occurred while the population of Benbrook, the library's service area, has remained relatively static.

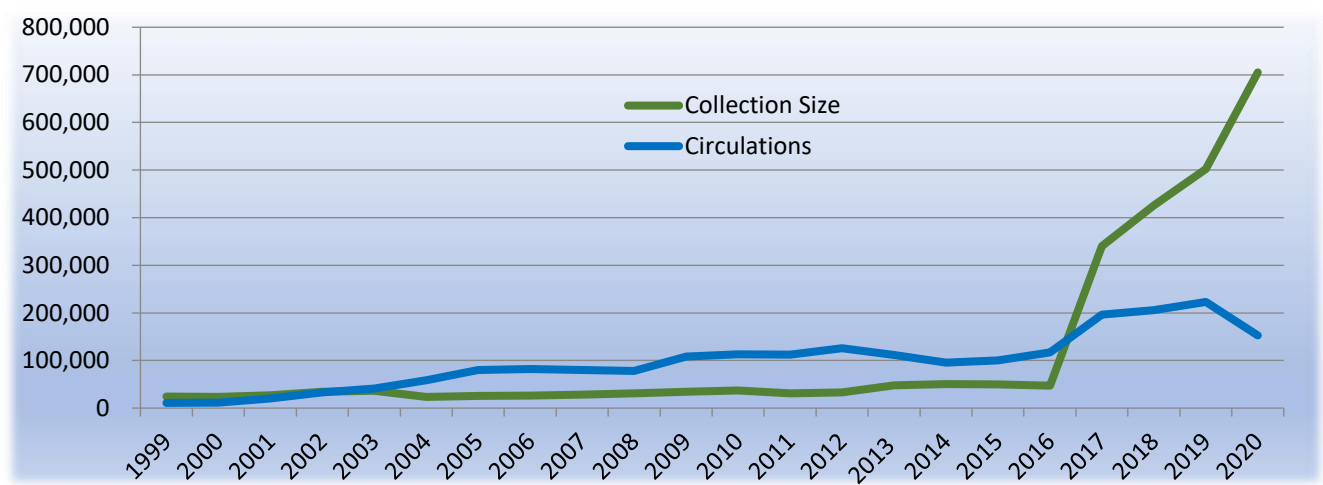


Figure 2 The collection increased circa 600%, mostly due to e-books, since there is little space to add more physical materials

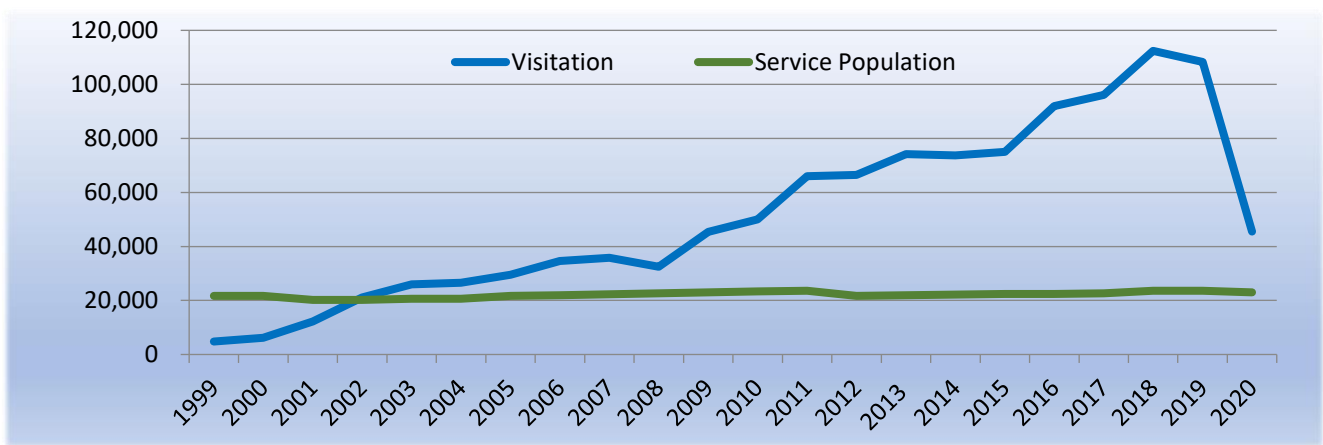


Figure 3 Prior to COVID, the Library was packed – We will get there again!

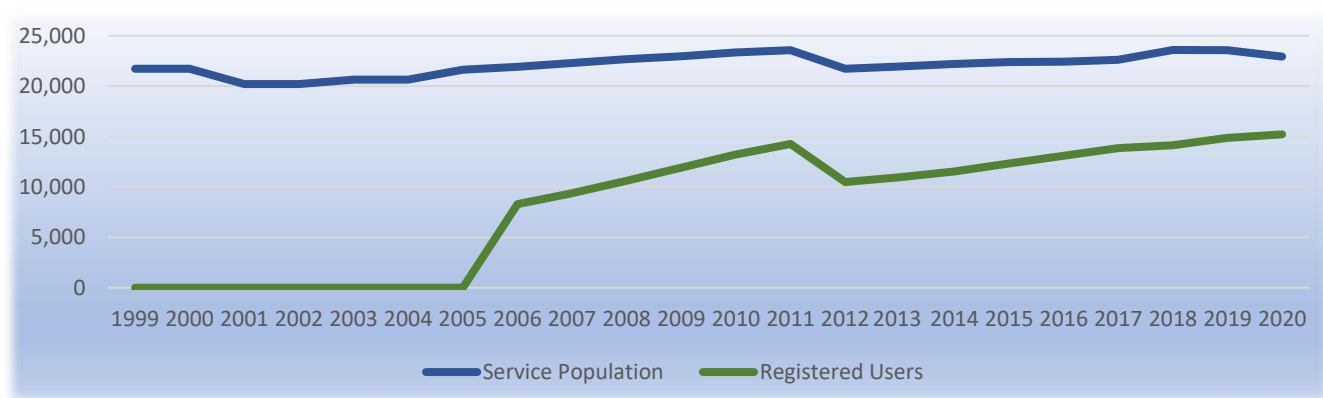


Figure 4 Data was not available prior to 2005; a purge of inactive accounts occurred in 2012

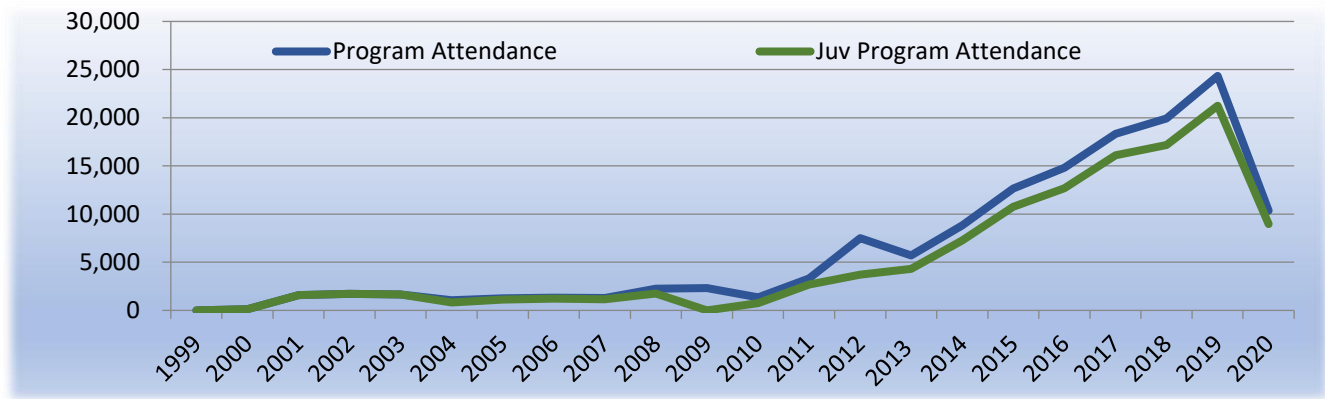


Figure 5 Children are the driver for Library programs!

The Benbrook Library District would like to reciprocate by helping to grow the impact of the Friends of the Library so the whole operation can achieve a greater benefit. With the increased usage of the Library, the membership and involvement of the Friends should increase proportionately. A dedicated following (primarily pre-covid) of mothers attending storytimes would be an ideal pool from which to attract prospective members. Retirees represent another valuable demographic who could be thoughtful Friend's members. Of course, career track individuals would be welcome as they may seek to apply their varying expertise as investments to their community.

A robust membership could be tapped to further aid the Library in so many ways where their involvement is more appropriate as an independent volunteer auxiliary than applying tax-supported Library resources.

These ways include but are not limited to, decorating for holidays and special events; running periodic book sales; assisting in marketing the Library in the community; and providing input in budget discussions and how to apply Friend's proceeds reflecting their own initiatives toward the Library's behalf. The Friends may represent the Library by participating in community events, like National Night Out and civic organizations' fundraisers. The Library's resources and expertise, such as printing and copying, poster printing, laser-cutting and engraving may all be brought to bear on Friends' promotional and outreach endeavors.

A recent Friends initiative established a storefront at the Antique Mall, along with storage space to manage a high capacity of books generating revenue. This exposure advances the community's regard for its library by creating a favorable impression with its presence carrying the library's brand into the community.

The Library has long recognized the value of having an active Friends group. Several revenue streams have developed over the years including transferring to the Friends a donation receptacle and all proceeds; donating all surplus equipment; assigning all current and future donated books the Library does not select for its collection; and collecting monetary donations directly through the cash register (as folks offer for the Library to "keep the change"). The Library has also set itself up to receive Friends membership dues into its point-of-sale intake, and depositing the money into the library's account and reimbursing the Friends at the end of

the month. For fiscal year 2019, the amount collected from the donation receptacle and cash register amounted to \$2,745.40.

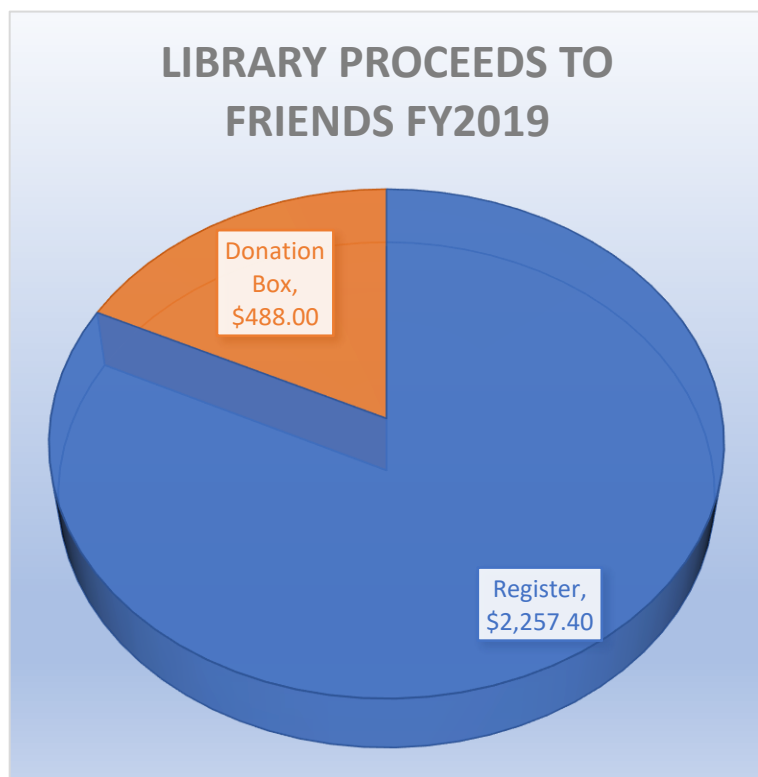


Figure 6 Donations collected from receptacle & cash register

Such an enhanced level of involvement with the Friends of the Library is also advantageous to the Library's growth by providing a natural conduit for individuals to becoming more familiar with the Library's operation by ultimately taking interest in running for the Library's board of trustees where their talents and perspectives may be applied to positioning strategically the Library in its growth trajectory.

Individuals who are civic minded may become introduced to the Library's operation as a Friends member and further develop into capable and effective trustees. Of course, any

citizen residing in the city limits of Benbrook who is registered to vote, is over 18 years of age, and has no felony convictions is eligible to serve as a trustee. Exposure to the Library as a patron, involvement as a Friends member and Library volunteer, and service on the board of trustees represents an ideal path toward Library governance.

To cultivate interest, the Library can work with the Friends to energize their expanding membership and identify creative projects and activities that pique the public's interests. A calendar of activities with accompanying budget goals demonstrates a vitality and coalesces focus. Ongoing engagement of the membership is crucial to retaining momentum. This engagement can be facilitated through frequent and special occasion messaging including both email and texts. For this purpose, the Library subscribed to PatronPoint, a marketing and messaging application. A social media and website presence is also indispensable, especially during covid restrictions, to be able to interact with the community by posting membership forms, monthly events calendars, and meeting announcements, agenda materials, and recognition events to current and prospective members.

An active and engaged Friends of the Library membership is crucial to the Library's interest for sustained current and future growth. As the Library contemplates its expansion into a possible new location and facility, reinvigorating the Friends' magic that brought the library district into existence would be a critical component to the fulfillment of its expansion project. The Friends should demonstrate its commitment to these and other evolving concepts by organizing its administration and effectively managing its membership to avoid attracting new members, only to dissuade their further contributions of their time and energies by failing to provide stimulating outlets for their enthusiasm.

The Library and Friends group should both operate in a manner that attracts benefactors. These benefactors may appear in the form of volunteers, Friends members, trustees, and donors. It is imperative for both the Library and the Friends to be prepared to recognize benefactors appropriately to validate their goodwill gestures, assuring them these were well-applied and graciously received.

For any funding requests for which the Library approaches the Friends, it should be with the understanding the Library will match any allocations, unless the Friends insist on wholly sponsoring a gift. Furthermore, the Friends should receive exposure and credit that favorably reflects upon them to recognize their efforts and stimulate further interest.

MetrOPAC

As 2020 was ending, the Library found it necessary to sever its longstanding association with Fort Worth Library through its MetrOPAC interlocal resource sharing consortium. The model originated circa two decades prior and has not evolved since its inception. Each of the associate libraries increased their scale and scope and attempted to operate and grow within this model.

The MetrOPAC libraries shared an integrated Library system (ILS) with the administrative oversight of the MetrOPAC through the Fort Worth Library. Each member Library was compelled to work through the Fort Worth Library to make any changes or adjustments to the system as it applied to its specific community's operation. Limitations were necessarily applied to ensure continuity and integrity of the ILS services. As the member libraries continued to evolve, along with the emergence of third-party products and services that inter-connect with the ILS to function, the MetrOPAC model proved insufficient to adapt to these emerging needs.

As 2020 closed, the MetrOPAC contract's term was ending and Fort Worth declared its stance in the structure going forward. Their preferences included reinforcing Fort Worth's position as administrator of the consortium by increasing its already prevalent "sole discretion" clauses, as well as insisting on uniform circulation and other policies that Fort Worth Library would author. Furthermore, restrictions on circulating non-traditional items would be imposed, with the Fort Worth Library determining the scope of these restrictions. The Benbrook Library District had already attempted unsuccessfully to adapt third-party vendor products to the ILS to serve its growing needs. The BLD opted not to renew its contract and the remaining libraries extended the contract for one year to evaluate their options.

Upon release from the MetrOPAC contract, the BLD is free to reimagine and realign itself. As a local government with its vested authority by the State of Texas, the BLD may initiate and participate in interlocal agreements with other local governments in the vicinity of its service area. For communities that are not otherwise served by a Library, the BLD may explore innovative ways to contract Library services that increases the Library's capacity and reach. Furthermore, BLD may approach local communities within a "shopping sphere" of Benbrook in recognition of their contributions to the community's sales tax proceeds. With this in mind, the Library could spearhead or participate in a "Shop Benbrook" campaign aimed at neighboring communities. The Library may formally contract for services providing additional revenue streams to the library while providing service outlets beyond the city limits.

MetroShare

Benbrook Library District contracted with Bywater Solutions to host and manage Koha, an open-source ILS, and added Aspen Discovery Service as a discovery layer. The discovery layer is critical as it enables the catalog searching to include digital resources, such as e-books and database articles to appear in search results. The Library expends a considerable amount for digital resources to supplement the physical collection as a strategy for offering more content within its limited space. Without a discovery layer, users are required to search a variety of interfaces, and risk overlooking valuable materials.

Koha boasts a global community of expertise that can contribute to the open-source application and adapt it to local needs. Koha, managed by Bywater Solutions, offers greater access to customizations by adapting code already in existence, inviting the wider community to contribute to developing code, crowd funding enhancements, Bywater Solutions funded enhancements, or the individual Library funding the development of code. This dispersed model therefore offers more pathways to growth adaptations and stability over a longer term than legacy products.

All of Benbrook Library District's former partners, except the Fort Worth Library, along with the addition of the Forest Hill Library District, are collaborating to establish MetroShare as a successor model. The MetroShare will be based on the Koha ILS, managed by Bywater Solutions, with the Aspen Discovery Service. The MetroShare would become operational October 2021. This model is scalable, and the founding members seek to attract other area libraries to join in subsequent years.

Future Growth

The current facility and grounds, prior to covid, were straining to accommodate the increases in attendance to programming events and overall Library usage. Highly attended events resulted in overflow parking on the lawn behind the Library, as well as adjacent streets and parking lots. Demand for public access computers often resulted in reduced sessions for computer users and patrons waiting for availability. The two conference rooms were continually in use and small open study spaces were rarely seen unoccupied. Furthermore, with the increased traffic throughout the building suitable quiet spaces were often non-existent.

The meeting room is shared by the Library and public, where due to space limitations, children's storytimes that should take place in the children's area had to occur in the meeting room. The children-oriented programming grew to several distinct programs with a few encore programs each week. Spring Break, summer recess, and holidays from the school calendar results in additional programs, each placing demands on the meeting room's availability. This compounds the Library's dilemma of offering meeting room space for the community while growing its wildly popular line-up of children's programming. A future facility should provide a suitably large and equipped space for children's programming separated from public meeting room's space. There is no other public meeting room space that is freely offered in the community. Therefore, the Library's meeting room, if unable to offer two distinct spaces, should be easily dividable and function in a way where both could be occupied without distracting the activities and participants in the other.

The Benbrook Library's facility is less than half of the state average in square footage per capita and the number of library cardholders are 43% higher (Texas State Library and Archives Commission; Texas Local Public Library Statistics, 2019, <https://www.tsl.texas.gov/ldn/statistics>). A further review of public libraries in Texas of similar service populations (+/- 5,000) indicates the following data considering Benbrook Library's performance with respect to the averages from the combined libraries within this subgroup:

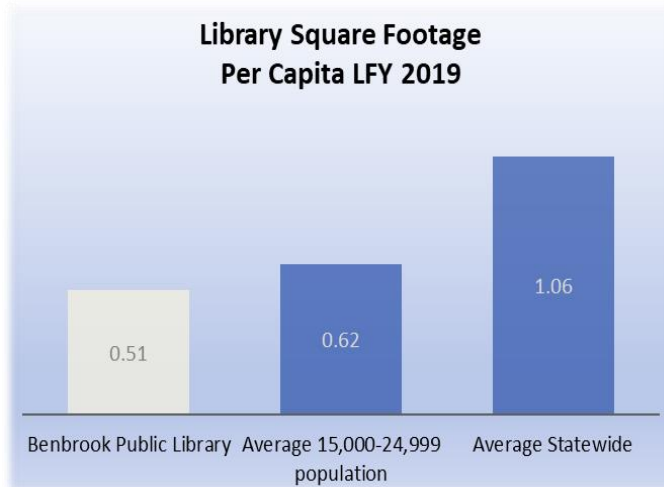


Figure 7 BPL is less than half the state average

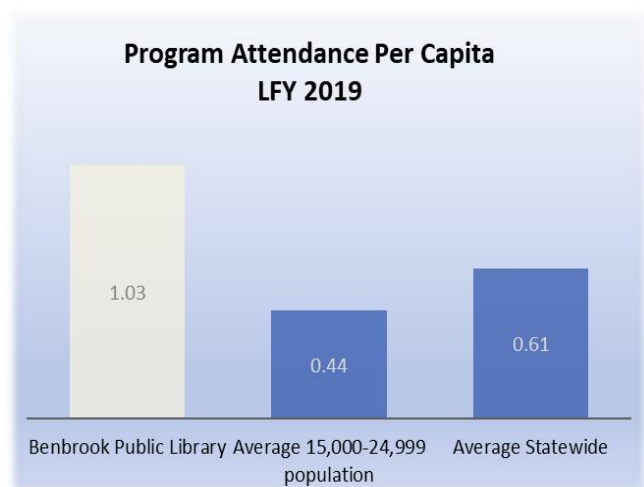


Figure 8 BPL's program attendance is 121% higher

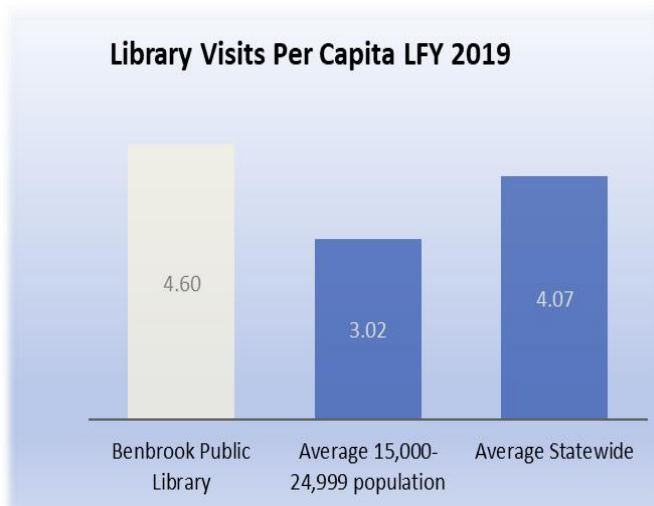


Figure 7a BPL's annual Library visitation is 61% higher

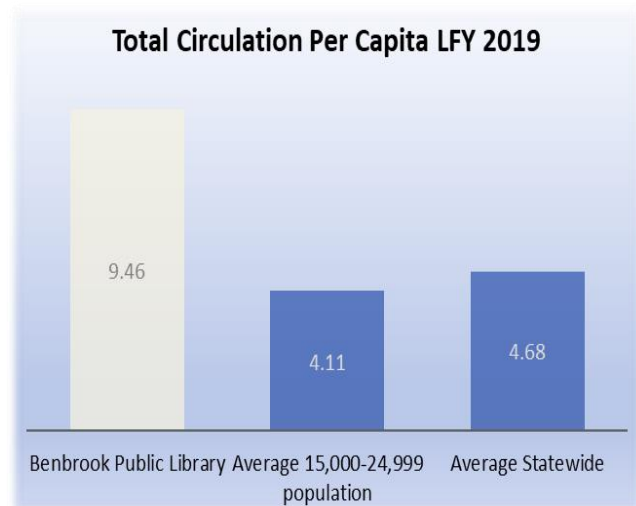


Figure 8a BPL's annual circulations are 149% higher

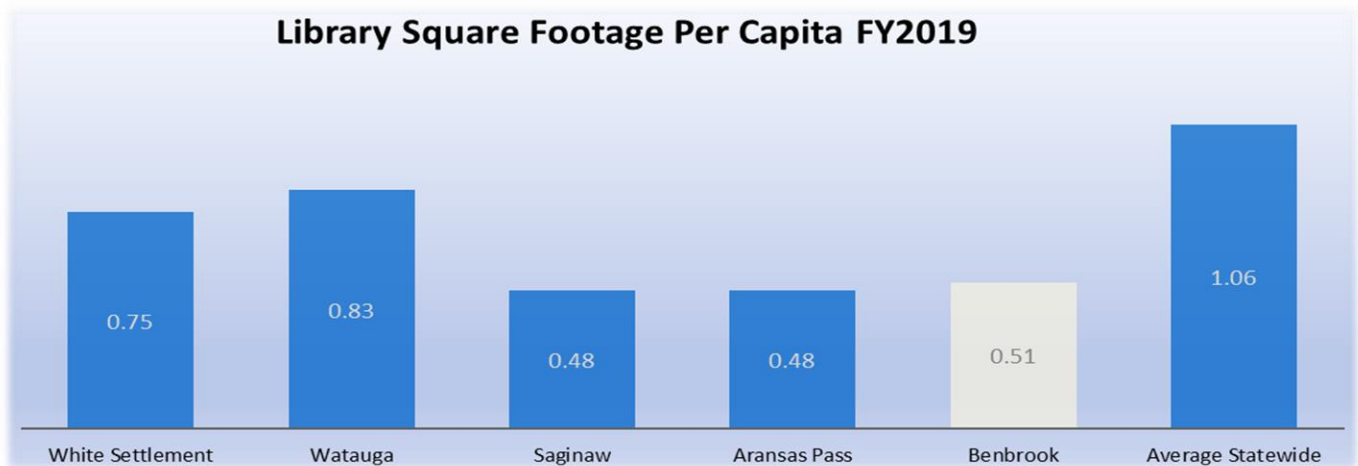


Figure 8 These are a sample of libraries, including a few close to Benbrook, serving similarly sized populations

The Texas State Library and Archives Commission (TSLAC) recommended range of 0.6 to 1.0 square foot per capita and offers a Space Needs Planning Worksheet (see Appendix II). However, relatively few libraries meet the upper range. For this reason, comparing the average sizes of peer libraries could offer better insight to BPL's anticipated needs.

For libraries serving +/- 5,000 of Benbrook's projected population of 47,000, their facilities sizes average 21,000 square feet. BLD envisions a library between 20,000-30,000 square feet, depending on the layout and design. Examples of area libraries serving populations similar to Benbrook's projected growth include Bedford at 40.5k square foot, serving 49.5k population; Coppell at 32.2 square foot, serving 41.8k population; Haltom City at 29.8 square foot, serving 44.3k population; and Keller at 22.5 square foot, serving 46.3k population. Each of these still fall below the statewide average in space. These performance indicators demonstrate the Benbrook Library packs an impressive amount of activity into its small space.

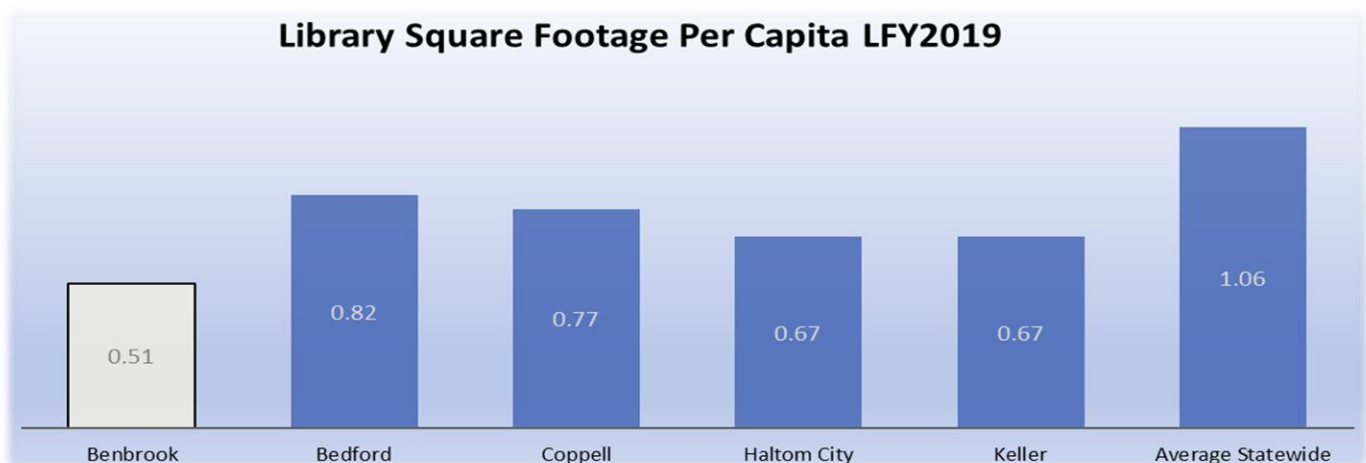


Figure 9 Relative square footage of area libraries serving Benbrook's projected population per statewide average

The Benbrook community, per the City of Benbrook's 2020 Comprehensive Plan projects a population of 47,000 as it completes its buildout. This is approximately double the current population. As a general guide, the Benbrook Library is circa 12,000 square feet, so as the community grows, the Library should ideally be between 30,000 to 47,000 square feet. As the Library contemplates its further expansion, architects would be able to recommend strategies for the new space, applying current industry standards of space utility and efficient energy considerations. Estimated construction costs are conservatively estimated to be \$400 per square foot, plus \$60 per square foot for furniture, fixtures, and equipment. Additional costs for real estate, design fees, and other soft costs further impact the overall expense. Therefore, the facility cost is estimated to be between \$18.3 million to \$24.8 million to complete.

To narrow the focus of the project, a community needs assessment by a competent third-party professional organization should be conducted early in the process. The outcome of this assessment should identify requirements and expectations and frame the Library administration and governance strategies in commencing long-term preparations.

Funding this project compels creativity. As a library district, BLD is not eligible to raise funds by issuing bonds. It must therefore rely on fundraising, partnering, or saving for the future expense. While the Library prepares itself for the ambitious goal of acquiring a new facility, it should conduct a community needs assessment; acquire suitable real estate; engage an architect, stage the future site for interim activities, such as fundraising, outdoor venues, hosting community events, etc. As the costs of a larger facility are substantial, more aggressive savings and investments strategies should commence right away, especially following completion of a design concept that could be publicized as a stated goal.

Revenue for calendar year 2015 was \$1,042,637.74 and for calendar year 2020 it was \$1,574,814.31, which represents a 51.04% increase. Applying that rate to a five-year forecast for calendar year 2026, the annual tax revenue would be \$2,378,621.08. To construct a 30k square foot facility, debt service for an \$18.3 million loan at 4% interest would be \$82.3k per month, or \$1.05 million annually. The operating and maintenance costs would be significantly higher for the larger building than for the current 12k square foot library. Aggressive saving for the preceding several years would be advantageous to reduce the projected \$13.4 million in interest charges as the cost of borrowing, which is money allocated away from services to the public.

When the time comes, the ideal property for a new stand-alone Library facility should be not less than five acres to allow for the building footprint, ample parking, and an accompanying outdoor space that can serve as a venue, relaxation point, and discovery zone inviting children's exploration. Modifications to this concept may be prompted by innovative partnering opportunities with neighboring community assets, such as a nearby park, school, or municipal complex.

Until the community's library needs are formally defined, the following informal observations are offered in considering the new facility's features:

- Four study rooms with capacity for 4-6 individuals
- Three conference rooms with capacity for 8-12 individuals
- Two meeting rooms; one with capacity for up to 100 individuals, and one with capacity for up to 50 persons

- The total shelving capacity should have sufficient space to shelve circa 110k items, divided appropriately between children, young adult, and adult collections. Items include books, both fiction and non-fiction; large print, board books, non-circulating reference books, audiobooks, and DVD/Blu-ray disks
- The children's area should have ample space to conduct storytimes and other program presenters, as well as free play areas
- The children's program area should include a craft area with closet space and supplies cabinetry with clean-up sink
- The children's area should include a pair of family restrooms and drinking fountain/bottle filling station
- The MakerSpace should be no less than 300 square feet and feature outside ventilation, workbenches and cabinetry, supply closet, ample electrical outlets, and an array of tools and equipment
- Upper floor observation deck to capitalize on scenic skylines
- Substantial storage capability ideally an attic space served by stairwell and service (non-public) elevator
- The facility should incorporate a back-up generator
- The facility may serve as a relief station in times of adverse weather. Continued occupancy would reduce potential weather-related damage, such as frozen and bursting pipes.
- The floor plan should employ an open concept with many of the furnishings on wheels to provide maximum flexibility
- The design should offer separation for busy and quiet areas
- The design should offer separation of major service areas and enable a reduced after-hours space that can be adequately staff with 2-3 employees
- The reduced after-hours service area should include the ability for patrons to pick-up holds; borrow, use, and turn-in library laptops; read magazines, use study rooms and quiet study areas; use public access computer stations; use vending machine/concession service; printer/copier machines; and light reference support.
- The design should offer self-actuated after-hours access to meeting rooms with kitchen and restrooms, preferably two separate after hours areas to accommodate separate events.
- Two entrances to better diffuse traffic at peak activities
- Drive through window service
- The design should consider energy savings and optimal use of natural lighting (an expectation exists per State Energy Conservation Office and 2017 Senate Bill 898, that government entities establish goals to reduce electrical consumption)
- The design should consider geothermal and solar alternatives for energy needs (an expectation exists per State Energy Conservation Office and 2017 Senate Bill 898, that government entities establish goals to reduce electrical consumption)
- The design should incorporate durable, easy-care floor coverings with acoustical mitigation properties
- Staff office space should be located to provide easy access to the public for consultations and rapid deployment to the floor to address developing issues
- Service areas should be placed to provide optimal observation of the inner space and approaches
- Staff workrooms should be placed behind controlled access for security

- The parking lot should feature multiple points of access to diffuse congestion, preferably with defined parking close to the children's area entrance to reduce risk of accidents involving children and motor vehicles
- Outdoor venue with Wi-Fi, electricity, and lighting, with discover zone and storage building for seating, ideally featuring pathways, benches, and tables

Community & Associations

The Highway 377 upgrade has been completed during the 2016-2020 term. The community began to grow again with new business and residential construction. With the City of Benbrook and the Benbrook Water Authority, the Library shares responsibility in serving the same residents and enhancing the city's appeal.

The Library seeks and promotes community engagement and is a long-standing member of the Benbrook Chamber of Commerce. Benbrook is fortunate to retain a sense of small-town as many residents, library staff, and trustees share interactions with city staff and council members across interconnecting civic groups and community functions. The Library can assert itself as an asset by participating and supporting wider community events with library resources.

In addition to community involvement, the Library is associated with organizations throughout the region and beyond. Along with the City of Benbrook, the Library participates in the North Texas Council of Governments for various statutory and public administrative training opportunities. For library professional development, advocacy, and representation, Library staff are members of the American Library Association and its Public Libraries Division; the Texas Library Association; Public Library Administrators of North Texas; North Texas Libraries on the Go; and the Association of Texas Library Districts.

The City of Benbrook released its strategic plan in 2020 and its capital improvement plan in 2021. A bond election to redefine the municipal complex, anchoring a revitalized "downtown" concept will be decided by the voters in May 2021.

From City-Data.com (<https://www.city-data.com/city/Benbrook-Texas.html>), a snapshot of the community follows:

Population in 2019: 23,502 (100% urban, 0% rural). Population change since 2000: +16.3%
Males: 11,080 (47.1%) Females: 12,422 (52.9%)

Median resident age: 39.8 years Texas median age: 35.1 years

Zip codes: 76109, 76116, 76126, 76132.

Estimated median household income in 2019: \$75,318 (it was \$50,978 in 2000)
Benbrook: \$75,318 TX: \$64,034

Estimated per capita income in 2019: \$39,114 (it was \$26,781 in 2000)

Estimated median house or condo value in 2019: \$220,573 (it was \$90,800 in 2000)
Benbrook: \$220,573 TX: \$200,400

Mean prices in 2019: all housing units: \$221,252;
detached houses: \$224,649;
townhouses or other attached units: \$176,724;
in 3-to-4-unit structures: \$127,974;
in 5-or-more-unit structures: \$236,157;
mobile homes: \$68,444

Median gross rent in 2019: \$1,052.

March 2019 cost of living index in Benbrook: 94.7 (less than average, U.S. average is 100)

For population 25 years and over in Benbrook: High school or higher: 95.8% Bachelor's degree or higher: 38.1% Graduate or professional degree: 13.1% Unemployed: 3.3%

(For more demographic statistics, see Census QuickFacts in Appendix IV)

MakerSpace & STEM Programming

Prior to the 2016-2020 strategic planning period, the Library invested in its MakerSpace. Community interest has been enthusiastic, often overwhelming the capacity. The covid restrictions removed the MakerSpace from service for several months and was reintroduced on a limited and by appointment basis. This investment included a renovation project, converting a public restroom into a functioning MakerSpace area; purchased 3D printers, laser engraver, wide-format printer as its major features complimented by a vinyl cutter, Egg-Bot, robotics kits, raspberry pi's and LittleBits; and hiring a MakerSpace Assistant who was later advance to MakerSpace and STEM Coordinator, upon completing a master's degree program in instructional design. The new role brings STEM programming in-house where was previously outsourced. Capacity was enhanced by subscribing to Prenda where participants could attend remotely while learning to code.

During the covid pandemic, the MakerSpace was temporarily closed and re-opened with modified policies. The nature of the space required hands-on inter-personal interaction that was impossible during severe covid restrictions. The Library was able to pivot to virtual programming and was fortunate in having a STEM coordinator who could develop and deliver programming to engage school-aged patrons in technology related topics. However, all hands-on equipment usage and related projects were affected.

The wide format printer has been replaced in December 2020 through a 36-month lease with \$1 buyout option and it is expected to serve the Library for the remainder of the 2021-2025 strategic planning period. Overtures to local educators included the ability to print posters for classrooms at no cost.

The laser engraver/cutter was purchased in 2014 and will soon be needing replacement. This affords the opportunity for an upgrade in capabilities and newer technology. The 3D printers are also due for replacement over the next few years. The Library will seek the next-generation model offered by the same company, PolyPrinter, who has served the library well over the life of this equipment.

Staffing

During the 2016-2020 period, the Library's staff grew by advancing the Librarian Assistants, staff who directly assist the Youth Services and Adult Services librarians from part-time to full-time positions. Circulation staff grew to four full-time equivalent (FTE) slots and adding a self-check kiosk. A MakerSpace Assistant was hired on a part-time basis during this term, who was advanced at the of the term to a full-time professional position as the Library's STEM Specialist/MakerSpace Coordinator. As the Library ended this period, a move away from the MetrOPAC consortium resulted in the Library creating a new full-time position as ILL Specialist in anticipation of greater demands on interlibrary loan requests.

Due to the onset of the covid pandemic, the Library closed entirely for six weeks and slowly began reopening and reintroducing services. As of March 2021 the Library was still not operating at its former capacity, with this trend anticipated to be in effect well into the summer season and beyond. The closure resulted in service librarians adapting to this challenge by producing virtual programming and working remotely much of the time to provide social distancing due to the Library's limited space. None of the library staff were furloughed of, largely due to the incremental closures and extensions of closures, the Library was compelled to continue paying a premium for staffing while delivering a fraction of its services. When the Library began to reopen in May 2020, it reduced its normal 62 hours per week to 46 hours per week. This schedule remained in effect until the mask restrictions were lifted, as the masks served as an indicator of the severity of the pandemic, translating to the general reliability of the workforce. The reduced hours allowed the Library to remain open without being subject to periodic closures or further service reductions due to staff members who must be away from the Library to care for themselves or afflicted family members.

As the Library began to reintroduce services, staff was compelled to continue its efforts at producing and delivering virtual programming and services while offering limited in-house and curb-side activities. This resulted in staff time being strained while still delivering a fraction of its previous offerings. Additionally, the Library previously relied heavily on volunteers who contributed circa 1,600 hours annually to the Library's operation who would no longer be available to help in that capacity. During the closing and reduced hours thereafter, no new positions were created.

Going forward in the 2021-2025 period, the focus would be to apply sufficient staffing to deliver adequate coverage as the Library begins to return to and ideally surpass its pre-covid levels of service. Upon the retirement of a Librarian Assistant serving the youth department, the Library took the opportunity to further invest in youth services by hiring an additional youth services librarian. This investment recognizes the vital role the Library plays in early literacy development and seeing the impressive turnout in library youth-oriented programming. As the Library and wider community emerges from the covid pandemic, virtual programming will continue for the foreseeable future while in-person programming resumes. Having both commitments, along with the necessity of having encore programs, to facilitate effecting social distancing, the strain on the youth services department to develop and deliver programs, along with the routine tasks associated with managing that department would be overwhelming for a single professional to undertake.

The Library would continue to confront space issues that severely limits any further growth in personnel; therefore, little change in staffing levels is anticipated in this period. As the Library continues to grow in place, expanding its operating hours would be an option to extend services. This expansion could result in adding staff positions and/or scheduled hours by increasing part-time staff to full-time.

Technology

In 2018, the Library began taking advantage of E-Rate, a federal grant program that discounts technology equipment and services for schools, hospitals, and public libraries. Discounts are determined by the percentage of children enrolled in free or reduced lunch program in the community's schools. The Library's discount rates are 90% for category one (internet connectivity) and 85% for category two (equipment and internal connections). These discounts translated into circa \$18.9k in annual savings.

The Library begins this strategic planning period with upgrades to its technology profile, many of which were implemented near the end of the 2016-2020 period. These include applying E-Rate, a federal technology and broadband connectivity grant program, to increasing the Library's bandwidth from 60 Mbps to 500 Mbps and installing upgraded managed network switches with higher throughput speeds and additional network drops throughout the building. These network drops replaced portable network switches that were used in place of network drops, resulting in long cable runs and introducing points of failure. Dedicated network drops greatly increased the efficiency of the network and aligned the library with industry best practices. The increased bandwidth serves the public computers, the Wi-Fi network, and staff workstations. As the 2021-2025 strategic planning period begins, the Library is increasing its bandwidth, again through the E-Rate program, to 1 Gbps and upgrading its firewall to accommodate the higher capacity.

Network servers (2019), staff workstations (2019), and adult public access computers had been replaced in the 2016-2020 strategic planning period. Laptop computers had been purchased in 2019. The children's and teen's public access computers, along with MakerSpace, conference room, and meeting room computers, are the oldest units in operation; however, they are anticipated to still be sufficient for several more years and may be recommended for replacement at the end or following of the 2021-2025 strategic planning period. (see Appendix V)

An RFID system was added in 2018. This system includes eleven staff workstations, two circulation stations, a self-check kiosk, an inside book return sensor, and an inventory wand. The RFID system was intended to enable Benbrook items to more efficiently flow through the MetrOPAC, where several of the larger libraries have automated book sorting machines. While this is no longer the case, several MetroShare partners would benefit by Benbrook Library's items transiting their systems more efficiently.

Another reason RFID was sought was to reduce lines to the circulation counter, where there is no room to add another staff member and workstation. This was especially problematic during busy periods like the summer reading program. The self-check station relieved these queues while offering an alternative for patrons who may prefer a more discrete transaction when

borrowing more sensitive materials. Furthermore, the RFID sensors could read through more items simultaneously, as opposed to scanning the barcode of each book, video, etc., which quickens the borrowing process. The book return sensor enables patrons returned materials immediately register and update their ILS accounts. This is helpful when people borrow their limits, return them, then wish to borrow their limit again right away. Prior to this, the Library operated on the honor system. Going forward, the Library is considering adding security gates at each public entrance, which would enable patrons to download an app for their smartphones and so they may check out materials and bypass the circulation counter and self-check kiosk entirely. These features build capacity to facilitate a much higher volume of circulations without having to wait in any lines.

Descriptions of Library computers are described in Appendix V.

Computer booths along with a tablet lending kiosk have been added in 2021. The computer booths accommodate users who may have higher vulnerabilities to covid, as well as the increased demand for virtual meetings, interviews, and training. They feature Hepa filters, UV disinfectant lamps, and hand sanitizing dispensers for covid and seasonal afflictions. They are equipped with public access computers that have been repurposed from the adult public access workstations.

The table lending kiosk features six tablet computers that are configured to present adult and child-oriented applications and are assigned by the user's Library card patron type upon check-out. Children's profiles would be automated for Library cards issued to minors and adult Library cards would offer both adult and children's profiles and applications. The tablets are connected exclusively to the Library's Wi-Fi network which renders them unusable when leaving the Library grounds.

The tablets replace iPads, which are primarily marketed to individuals by offering a high degree of personalization, which makes institutional control problematic. The tablets are marketed to libraries and remedy such problems of eliminating traces of user activities between check-outs and ensuring the integrity of the device and its applications. Greater flexibility is achieved by the ability to automatically load the adults or children's profiles on the device as appropriate for the borrower. These devices are also helpful in promoting digital magazine subscriptions in addition to a wide range of additional library e-content.

During the 2021-2025 term, a point-of-sale system would be sought to upgrade the current single cash register. A cash drawer and software would be installed at each of the circulation work stations. The upgraded system would consolidate the cash/check and credit card transactions into a single process. Currently debit/credit card transaction are managed separately and must be entered into the cash register, creating a point of potential error. Additionally, the new system would integrate with the Library's automation system to update patron accounts as charges are entered into the point of sale, eliminating another point of potential error. A mobile credit card processing component would be a valuable utility for book sales, and events taking place outside of the library.

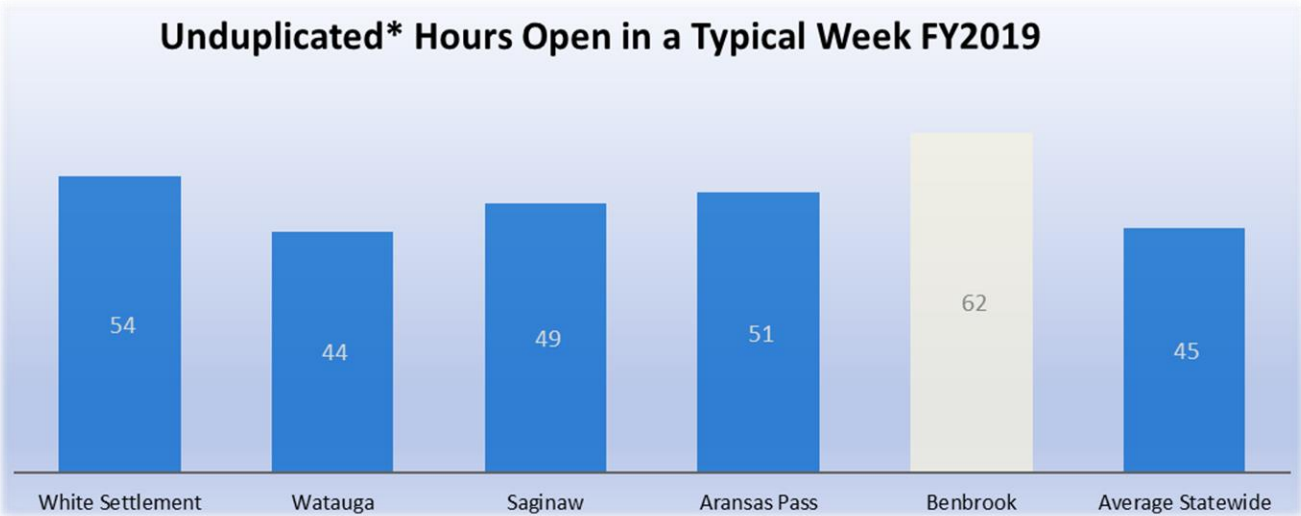
Conclusion

The Texas State Library and Archives Commission published a Texas Library Standards guide that was originally produced in 2004 and reviewed and adopted in 2014. Within this guide, distinctions for Enhanced (50th percentile) and Exemplary (75th percentile) are described. The Benbrook Library applied the included checklist to its operation. The results can be found in Appendix II. For the 2021-2026 strategic plan, the Library will methodically address deficiencies revealed in the checklist and aim for the Exemplary standards.

Other than positioning the Library for growth into a larger facility, the focus would be on reclaiming the vitality the Library was experiencing prior to the pandemic. The formula responsible for achieving such an impressive energy level in the years leading up to the covid-affected 2020, will remain in place. Enhancements in staffing, materials, and equipment will be made as appropriate and as costs allow as the library must designate a greater portion of its revenues to an expansion fund.

Appendix I – Miscellaneous Graphs

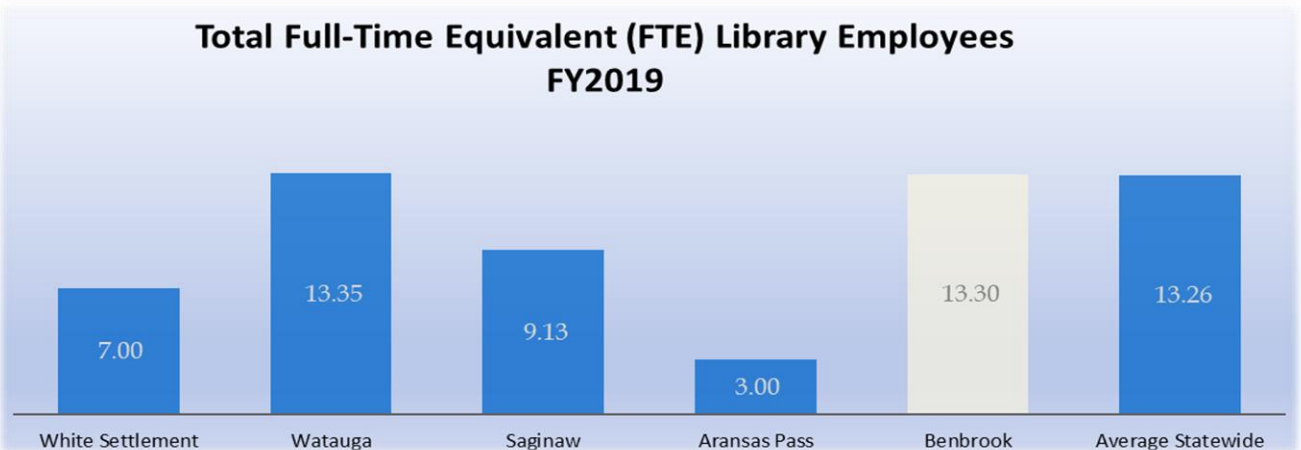
Unduplicated* Hours Open in a Typical Week FY2019



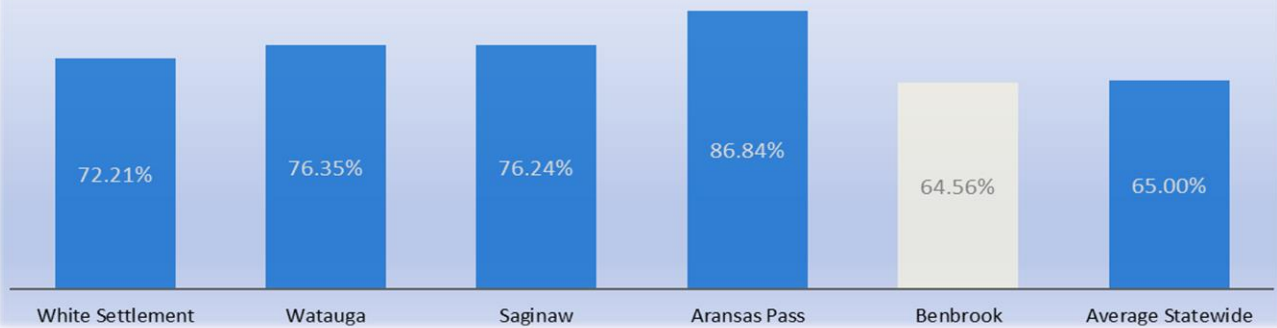
**Population per Professional Librarian (MLS)
FY2019**



**Total Full-Time Equivalent (FTE) Library Employees
FY2019**



Salaries/Wages Expenditures as Percentage of Total Operating Expenditures FY2019



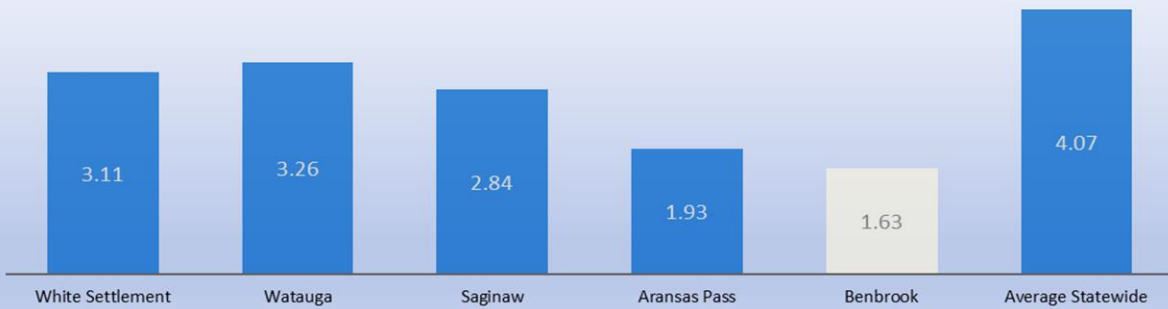
Physical Material Expenditure per Circulation FY2019



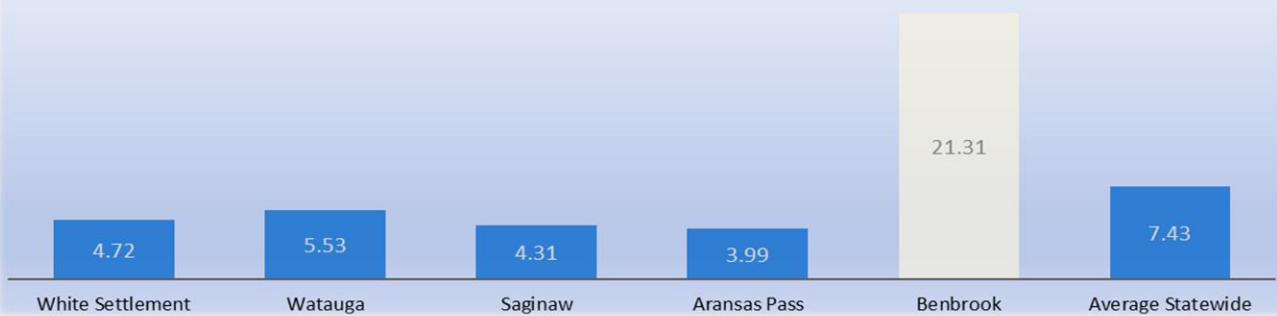
Digital Material Expenditure per Circulation FY2019



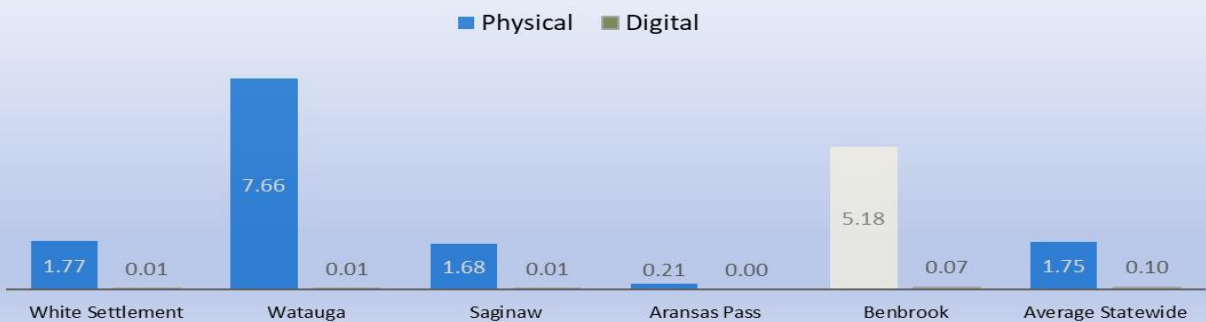
Books In Print Per Capita FY2019



Collection-Items Per Capita FY2019

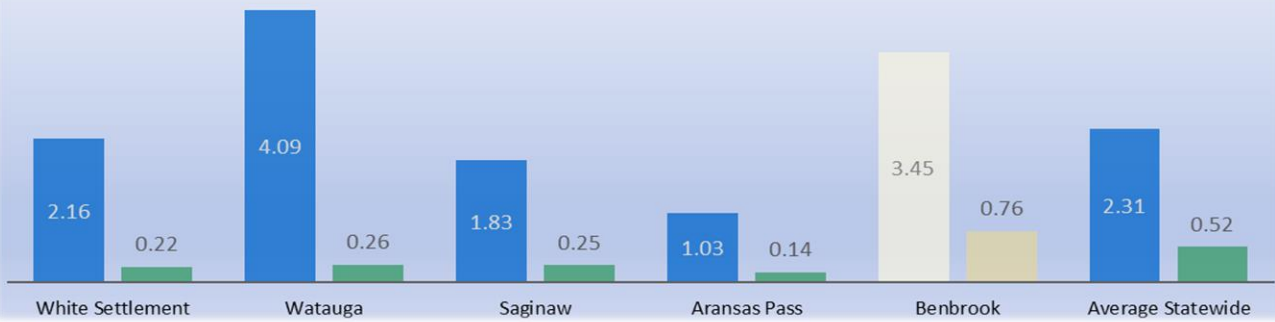


Children's Circulation Per Capita Digital and Physical FY2019

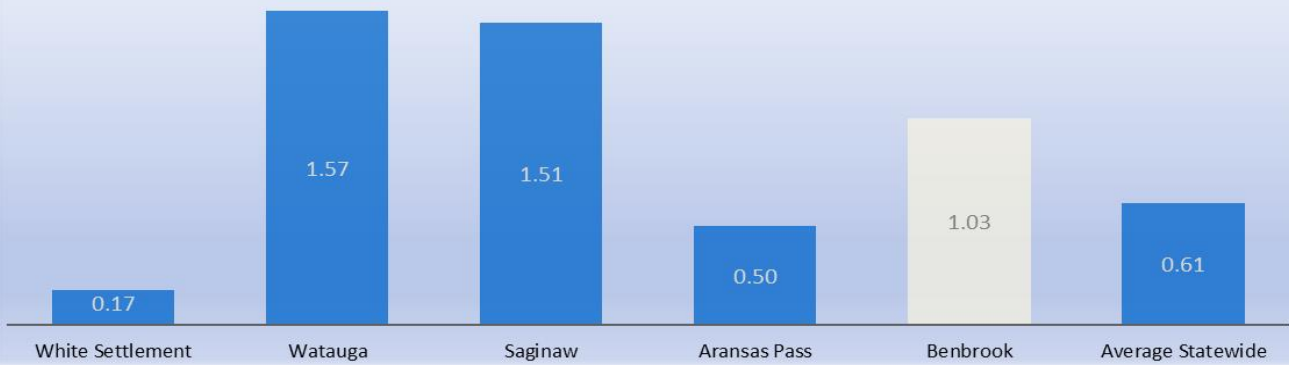


Adult Circulation Per Capita Digital and Physical FY2019

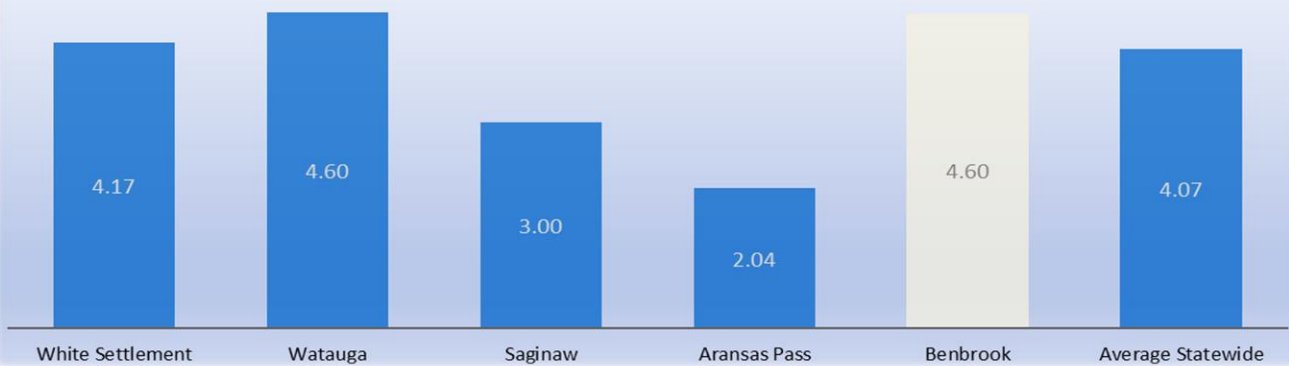
Physical Digital



Program Attendance Per Capita FY2019



Library Visits Per Capita FY2019



Reference Questions Per Capita FY2019

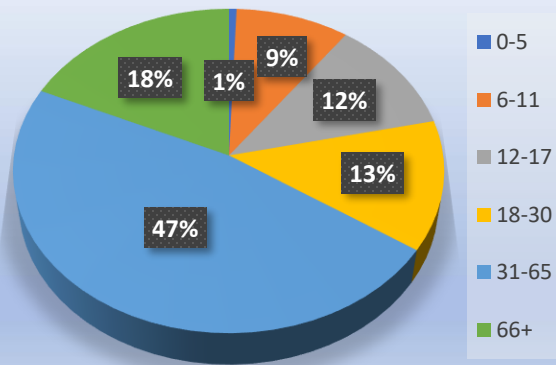


NOTE: Reference Question counts are often not accurate and are not helpful for library-to-library comparisons.

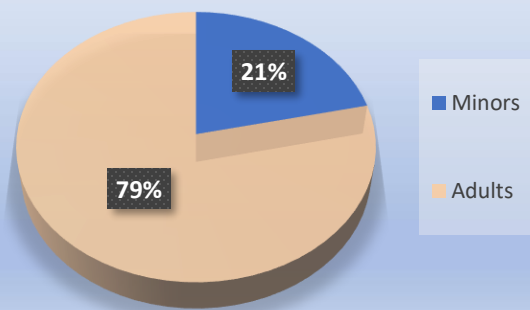
Operating Revenue Per Capita FY2019



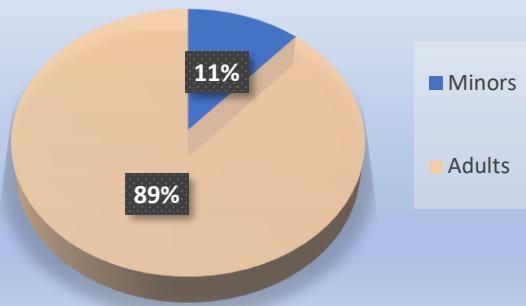
Cardholders by Age



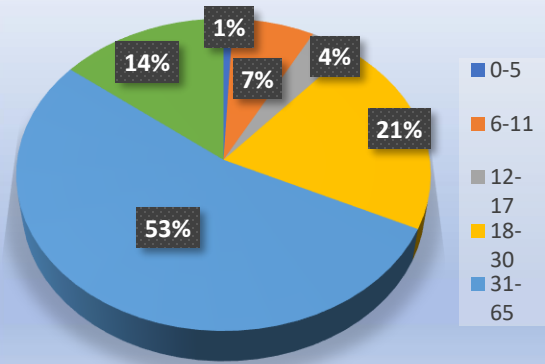
Cardholders Minors & Adults



Circulations Minors & Adults



Circulations By Age



Appendix II – TSALC
Public Library Standards

The purpose of these standards is to promote quality library service to all Texans, to raise the expectations of library clientele, and to provide an authoritative document by which library quality may be measured.

Texas Public Library Standards

2014 Revision

TLA *ad hoc* Committee on Public Library
Standards

TEXAS PUBLIC LIBRARY STANDARDS

INTRODUCTION

The TLA *ad hoc* Committee on Public Library Standards was created by the TLA Executive Board in January 1998 and charged with the creation of qualitative and quantitative standards for public library service in Texas. The Texas Library Association Council approved the new standards on April 24, 2004 and by the Texas State Library and Archives Commission on May 14, 2004.

In 2003 the Texas State Library and Archives Commission (Peggy D. Rudd, Director and Librarian) and the Texas Library Association (Eva Poole, President) established the Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation. Its charge included evaluation of the current Texas Public Library Standards for their timeliness, comprehensiveness, and appropriateness and to recommend any changes, if needed.

The same process for 2013 was followed with the Texas State Library and Archives Commission (Mark Smith, Director and Librarian) and the Texas Library Association (Yvonne Chandler, President) establishing the Joint TSLAC/TLA Task Force once again.

Purpose

The purpose of these standards is to promote quality library service to all Texans, to raise the expectations of library clientele, and to provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds. Standards are a way to measure and grow services; whereas, Minimum Criteria are required for public library accreditation.

Philosophy

The Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation has affirmed the following imperatives:

- Value all public libraries and their importance as community resources and as a reflection of a varied cultural heritage.
- Value the diversity and uniqueness of libraries across the state.
- Value the needs of our communities.
- Value intellectual freedom and access to information.
- Value the skills, talents, and contributions of library staff.

Some standards may be applied across the board; however most vary by population groupings and levels of service in order to make the standards relevant and

meaningful for all public libraries. These standards should be implemented at the local level.

There are no separate standards relating to branches or separate service outlets. Library systems with multiple outlets are encouraged to use the standards to evaluate individually each facility and its services, keeping in mind the uniqueness of the population served from that location.

Levels of Service

The Task Force elected to recognize two service levels of enhanced, and exemplary. The enhanced level builds upon the basic and the exemplary upon the enhanced. Libraries which achieve the enhanced or exemplary level will be those where improvement is a progressive rather than reactive process.

Evaluation

As an aid in planning for evaluation, a checklist of standards is included, as Appendix A. The checklist will allow libraries to estimate their status at a glance and will provide a concise overview for presentation to advisory boards, city councils, and other interested parties.

Revision

In order to remain effective, this document needs to be a working document and must evolve to mirror the vitality of good public library service and to continue to raise the bar for improving Texas libraries. Accordingly, the Task Force recommends that TLA, evaluate portions of this set of standards each year. The committee would recommend a time table, and process. If a comprehensive revision is deemed necessary, a Joint Task Force of the Texas State Library and Archives Commission and the Texas Library Association will be appointed to conduct a review and revision process and to recommend changes to the Texas State Library and Archives Commission and the Texas Library Association.

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ADMINISTRATION STANDARDS

Enhanced

To meet enhanced standards, each Texas public library:

- ✖ Meet the definition of a public library as stated in the Texas Library Systems Act.
- ✖ Have a Library Board (Governing/Advisory), which meets at least quarterly and have written bylaws governing the conduct of the board and its relationship to the library and the staff.
- ✖ Have a written mission statement.
- ✖ Adopt and periodically review policies and procedures responsive to the local community.
- ✖ Issue an Annual Report of some type to the General Public and to members of the funding agency.
- ☐ Have written policies and procedures in place, covering:
 - ADA Compliance
 - Circulation
 - Collection Development/Materials Selection
 - Copyright Compliance
 - Customer Service
 - Emergencies and Safety
 - Gifts and Special Collections
 - Interlibrary Loan
 - Internet and other technology issues
 - Patron Complaints
 - Human Resources
 - Privacy and Confidentiality
 - Public Relations
 - Public Service Hours
 - Rules of Conduct for Library Users
 - Records Retention Schedule consistent with the Local Government Records Act
- ✖ Other policies and procedures should be adopted as appropriate to the library's mission, goals, and facility. These may include Exhibits and Displays, Programming, or Use of Meeting Rooms and Equipment.
- ☐ Have a written and publicly posted copyright compliance procedure (17 USC 108) (United States Code).

- ✖ Cooperate with other (non-library) agencies to offer information, services, and programs to library users.
- ✖ Cooperate with other public libraries, school, academic, and special libraries to offer information, service, and program to library users.
- ✖ Use a variety of indicators and outcome measures to determine the effectiveness of its service program to comply with reporting requirements of Texas State Library and Archives Commission.
- ✖ Have a written long-range plan, including a technology plan.
- ✖ Provide orientation and continuing education for Library Board.
- ✖ Conduct community studies and makes use of other needs assessment techniques to ensure community participation in the design and delivery of library service.
- ✖ Complete a community analysis at least every five years.
- ☐ Conduct a patron survey at least every three years.
- ✖ Have Friends of the Library Group and/or Library Foundation, at least one of which is organized as a 501 (c) (3) organization for the purpose of accepting tax-exempt donations in support of library programs.
- ✖ Library director is a current member in a professional library organization e.g. Texas Library Association and American Library Association.

Exemplary

To meet Comprehensive standards, each Texas public library will in addition to meeting enhanced standards:

- ✖ Conduct an annual meeting for the purpose of planning and evaluating programs and services attended by Library Board and Library Director.
- ☐ Publish a report annually informing the community of the library's activities and progress in meeting the library's goals as identified in its long-range plan.
- ☐ Review all policies at least every other year.
- ✖ At least one library board member is a current member in a professional library organization e.g. Texas Library Association and American Library Association.

COLLECTION STANDARDS

The purpose of these standards is to ensure that Texas public libraries provide collections that meet community needs. The size of the collection is a significant standard only in relation to its use by the community, reflected in circulation per capita and collection turnover rate, and in the currency of the collection, reflected in percent of collection less than 5 years old, and in the weeding schedule.

Many resources are available to support achievement in these standards. *CREW Method: Expanding Guidelines for Collection Evaluation and Weeding for Small and Medium-sized Public Libraries*

(<https://www.tsl.texas.gov/sites/default/files/public/tslac/ld/pubs/crew/crewmethod08.pdf>) is a useful guide for an ongoing weeding program, *Selecting and Using a Core Reference Collection*

(<https://www.tsl.texas.gov/ld/pubs/corereference/index.html#main-content>) identifies essential titles. The Texas State Library and Archives Commission provide these two guides to all public libraries in the state. Additional resources and consulting services are available through the Texas Public Library Systems.

Local history materials are often uniquely valuable materials in a public library collection and of special interest to local communities. However, interest in these collections is not exclusively local and many of these unique and irreplaceable materials are at risk of deterioration. Digitizing local materials will ensure broad access and preservation, and for this reason is encouraged as a goal for public library excellence.

Library collections can be expanded beyond the physical boundaries of the library through access to electronic resources both from within the library and from remote sites (home and office). All libraries can enhance their collection by taking advantage of the electronic resources available through the Texas State Library and Archives Commission and the funding available through a variety of grants and other opportunities. Also, libraries can become proactive information providers by using local funds to license in-house and/or remote access to full-text databases of local interest.

The following are a checklist of non-quantitative collection standards to be met:

- ✖ A collection development plan based on community needs that includes selection criteria, collection specialties, priorities, and requests for reconsideration.
- ✖ The library's collection reflects the diversity of the population served (in terms of age, ethnicity, gender, religious preference, reading interests, and other aspects of the population)
- ✖ A collection that includes access to a variety of formats including electronic resources such as databases, eBooks, streaming video, or online instruction.
- ✖ A collection that includes basic reading skills and English as a second language materials for adult patrons who are learning to read.
- ✖ Collection is up to date and has been reviewed and weeded within the past 5 years
- ✖ Interlibrary loan services are offered as a means to supplement local collections and broaden what is available to the public.
- ✖ The library participates in the state TexShare Card program
- ✖ The library collects local history materials.
- ✖ The library maintains a core reference collection that may include online resources.

	ENHANCED (50th %ile)	EXEMPLARY (75th %ile)
Population	Circulation per capita	
Less than 5,000	4.07	7.42
5,000 - 24,999	3.12	5.2 5.25
25,000 - 49,999	4.10	6.73
50,000 - 99,999	4.85	8.81
100,000 - 249,999	5.05	8.25
250,000+	5.84	6.23

Population	Collection size per capita	
Less than 5,000	17,000 items, or 3.36 items per capita, whichever is greater	22,500 items, or 7.95 items per capita, whichever is greater
5,000 - 24,999	2.21 items per capita	2.69 3.13 items per capita
25,000 - 49,999	1.95 items per capita	2.46 items per capita
50,000 - 99,999	2.04 items per capita	2.79 items per capita
100,000 - 249,999	1.52 items per capita	2.41 items per capita
250,000+	1.53 items per capita	1.64 items per capita
ENHANCED (50th %ile)		EXEMPLARY (75th %ile)
Population	Collection age	
ALL	20% of collection less than 5 years old	25% of collection less than 5 years old
Population	Collection turnover rate	
Less than 5,000	0.57	0.83
5,000 - 24,999	0.94	1.42
25,000 - 49,999	1.77	2.97
50,000 - 99,999	2.98	4.12
100,000 - 249,999	2.92	4.75
250,000+	3.33	4.12

FACILITY STANDARDS

Library facility standards are based on the library's mission statement and service goals. Major service factors to consider in developing a facility plan are: collection size, use of technology, adult and children's programming, seating, and meeting room space. One size or configuration does not fit all libraries. Architectural formulas for space allocation described in this section should be used to determine actual facility size and design. In addition, the following list should be utilized in developing a future facility plan or evaluating an existing facility so that the library will:

- ✦ Comply with federal, state and local building codes, including the *Americans with Disabilities Act* (ADA) and the 2012 *Texas Accessibility Standards (TAS)*
<http://www.license.state.tx.us/ab/abtas.htm>
- ✦ Have emergency manual and disaster plan
- ✦ The library ensures that all buildings have the required emergency facilities provided in accordance with the appropriate codes: fire alarms and extinguishers, emergency evacuation routes and exits
- ☐ The library reviews the value and replacement cost of its buildings and their contents on a regular basis and either self-insures or purchases property and casualty insurance in an amount adequate to protect the library in the event of loss or damage to such property
- ✦ Review existing and future facilities to provide a safe, secure environment
- ✦ Have a plan and annual budget for the maintenance of building and grounds
- ☐ Have convenient and adequate parking based on applicable building codes and anticipated usage
- ✦ Have an exterior sign identifying the facility as a library that is clearly visible from the street
- ✦ Feature well designed signs and graphics including the display of the International Symbol of Accessibility, where appropriate
- ☐ Incorporate changes to existing and future libraries to move toward sustainable buildings by addressing environmental issues, e.g. conserving water, using recyclable materials
- ✦ Have adequate provision for current electrical, data and telephone connections
- ✦ Have controlled temperatures and humidity for the benefit of users and staff as well as the protection of library property

- ✦ Have adequate interior and exterior lighting in all areas
- ✦ Have an after-hours book return that is fireproof in a safe, well-lit area
- ✦ Have furnishings and equipment adequate to the needs of users and staff
- ☐ Have adequate space to meet its service, operation and storage needs
- ☐ Have adequate noise control
- ✦ Have meeting space available for library programming and for use by community groups, if such is a part of the library's plan
- ☐ Be located and designed with input from all stakeholders, including users, staff, and governing officials, and provide accessibility to the greatest number of users
- ✦ Review space needs assessment every five years.

FINANCE STANDARDS

The following are a checklist of non-quantitative standards to be met:

- ✘ Receive funds on an ongoing basis as the basic funding structure of the library. Funds may be from city, county, taxing districts, other public funding entity, or 501(c) (3) corporation.
- ✘ Submit an annual library budget that addresses the needs of the community as reflected in the long-range plan.
- ✘ Have fiscal procedures and financial management practices consistent with local government practices and state law.
- ✘ Any library that is run by a governing board and is a designated 501-(c)-(3) corporation shall have an independent audit conducted every three years.
- ✘ Allocate funds for staff continuing education direct costs.
- ✘ Provide the minimum salary for a starting librarian's position as reported by the Texas Library Association.

	ENHANCED (50th %ile)	EXEMPLARY (75th %ile)
Population	Materials Expenditures per capita (including electronic resources)	
Less than 5,000	\$2.22	\$4.52
5,000 - 24,999	\$1.72	\$4.24 \$2.65
25,000 - 49,999	\$1.90	\$3.13
50,000 - 99,999	\$2.56	\$3.27
100,000 - 249,999	\$2.36	\$4.07
250,000+	\$2.57	\$3.32

ENHANCED (50th %ile)		EXEMPLARY (75th %ile)
Population	Operating expenditures per capita	
Less than 5,000	\$21.53	\$35.71
5,000 - 24,999	\$14.54	\$57.93 \$22.50
25,000 - 49,999	\$15.33	\$24.14
50,000 - 99,999	\$18.80	\$22.53
100,000 - 249,999	\$17.38	\$21.96
250,000+	\$19.79	\$23.33

MARKETING STANDARDS

The library will recognize that it has a responsibility to promote library value, resources, services, and programs to all segments of their community by having an active, ongoing marketing plan.

- ✦ After assessing the communication opportunities in their community, library staff will utilize all available marketing tools which could include printed material, social media, websites, and the media i.e. newspaper, radio and TV.
- ✦ The library will be aware that each communication reflects the image of the library and should be attractive and accurate.
- ✦ It is recommended that printed flyers, posters, booklist, etc. have a recognizable look, brand or logo so the public will instantly recognize that it is from the library.
- ✦ When appropriate, communications will be available in languages other than English.

ADVOCACY STANDARDS

Advocacy incorporates the knowledge that having the support of elected officials, governmental entities and community stakeholders will impact the growth and quality of all libraries.

- ✦ The library will create and nurture non-partisan relationships by hosting events, attending hearings and informing interested community members about opportunities to lobby for library funding, policy and laws. An effort will be made to inform interested parties about legislative issues on a local, state and federal level to effective positive change for all libraries.
- Libraries will provide a communication plan, current usage statistics and key budget information to board members, friends groups and other support individuals. This will enable them to inform policy-making officials about the value of the library and promote library use.

PUBLIC RELATIONS STANDARDS

Libraries should focus attention on the need to foster and maintain a positive image in the community.

- ✘ Public relations will establish favorable press relationships and public understanding to promote goodwill and get news out about the library on a regular basis. It will target local demographics and reflect language(s) spoken in the community and to take full advantage of the service area's promotional opportunities.
- ✘ Libraries will recognize that excellent library services and a courteous well-trained staff that meets the needs of every segment of the community are the heart and soul of any public relations effort. Libraries will evaluate all policies and procedures in terms of effect on the public and the library's public relations. Libraries will regularly evaluate the public image of library services, staff and programming.
- ✘ Libraries are encouraged to use materials provided by the Texas State Library and Archives Commission, and the Texas Library Association

PERSONNEL STANDARDS

The most important component of quality library service is a knowledgeable and experienced library staff committed to providing the highest possible level of service to their community. Staffing begins with the Library Director. The most meaningful measure of staff level incorporates both population served and total service hours resulting in hours open per full-time equivalent (FTE) staff. The formula for deriving the ratio for an individual library is total hours open divided by total FTE's both items are reported in the TSLAC Annual Report. As number of hours open or number of staff increases, this ratio will change. Other staff is added as needed and as funding allows.






All staff members should:

- ✘ Project an image of competence and courtesy to the public they serve
- ✘ Have an understanding of the history and development of library services
- ✘ Know the service goals of the library and be aware of all library policies
- ✘ Be well-trained in the best practices and procedures required by their position
- ✘ Training and continuing education hours which can be fulfilled with distance learning, video conferencing workshops and seminars held in-house
- ✘ Participate in community-based organizations through membership and active participation
- ✘ Have salaries, hours, and benefits comparable with other positions of the funding entities requiring similar educational preparation and job assignments.

Planning and providing quality library services demands not only traditional bibliographic skills, but also the ability to:

- ✘ Assess needs
- ☐ Set objectives as well as evaluate and measure the effectiveness of public library programs
- ✘ Select materials and provide guidance in the use of all library resources
- ✘ Work within the political and social structures of the community
- ✘ Communicate and work effectively with board members and staff
- ✘ Make use of current and emerging technologies for information and communication
- ✘ Manage financial resources

- ✘ Manage fundraising, including grants, gifts, endowments, etc.
- ✘ In the interest of safety and security libraries should ensure that at least 2 staff/volunteers are in the library during open hours.
- ✘ If a library has a service population in which at least 30% speak a language other than English as their primary language there should be at least one bilingual staff member on duty during open hours who speaks that language.

POPULATION	ENHANCED (50 th %ile)	EXEMPLARY (75 th %ile)
10,000-24,999	Education requirements for the Director	
	Bachelor's degree from an accredited college or university plus 3 years of library work experience	Graduate degree in library and information studies from program accredited by ALA 
	Completion of Small Library Management Training or an online alternative such as ABLE that is recognized by TSLAC within 3 years of hire or school certification in library science OR Graduate degree in library and information studies from an ALA accredited program	3 years library administrative experience. 
	Staffing Requirements	
	Have one FTE per 3,500 populations	Have one FTE per 2,500 population 
	Have at least .25 FTE MLS Accredited Librarian	Have at least 1 FTE MLS Accredited Librarian
	Training	
	Director: Minimum 20 hours per year total or 3 hours of college credit per year.	Director: Minimum 20 hours per year total or 3 hours of college credit per year. 8.27 
	Staff: At least one training program for all other staff per year.	Staff: At least one training program for all other staff per year. 2.39 

POPULATION	ENHANCED (50 th %ile)	EXEMPLARY (75 th %ile)
25,000-49,999	Education requirements for the Director	
	Graduate degree in library and information studies from program accredited by ALA	Graduate degree in library and information studies from program accredited by ALA
	3 years library administrative experience.	3 years library administrative experience.
	Staffing Requirements	
	Have one FTE per 4,100 population	Have one FTE per 2,850 population
	Have one MLS accredited Librarians per 17,100 population	Have one MLS accredited Librarians per 9,850 population
	Training	
	Director: Minimum 20 hours per year total or 3 hours of college credit per year.	Director: Minimum 20 hours per year total or 3 hours of college credit per year.
	Staff: At least one training program for all other staff per year.	Staff: At least one training program for all other staff per year.

SERVICE STANDARDS

Recognizing the diversity of the population in the community, public libraries shall provide all citizens access to information and materials in a timely manner and in useful and convenient formats. Each public library outlet shall apply service standards for hours open based on their individual, locally assigned service population. Through collaboration with TSLAC, TLA, ALA, and other educational and cultural entities, a public library shall strive to offer a variety of low or no cost programs that reflect the community needs and interests. Quality service in a public library shall include digital content such as access for the public and staff to the library catalog of holdings, the Internet, and other electronic resources.

Service standards include accessibility, information services, programming and output measures. Texas public libraries will work toward providing services that meet these standards.

The following accessibility standards apply to all public libraries in Texas:

- ✖ Core library services shall be available whenever the library is open to the public.
- ✖ Libraries will have a minimum of two publically accessible Internet terminals.
- ✖ Provide Interlibrary Loan service either free of charge or for recovery of direct costs
- ✖ Libraries will have Internet access for staff.
- ✖ Libraries will have an online catalog of holdings and an automated circulation system.
- ✖ Libraries will have a copy machine available for administrative and public use
- ✖ Libraries will have a telephone, fax machine, and scanner available for administrative use.
- ✖ Libraries will have a system for reserving circulating books
- ✖ Libraries will have day time and either evening or weekend hours
- ✖ The library will have staff, signage and publications to help patrons use the library where there is significant population speaking languages other than English in the service area

Accessibility

10,000-24,999	<input type="checkbox"/> Library is open at least 45 hours per week <input type="checkbox"/> Library has a website <input type="checkbox"/> Library has social media presence	<input checked="" type="checkbox"/> Library is open at least 50 hours per week 62 <input checked="" type="checkbox"/> Library has a website <input checked="" type="checkbox"/> Library has social media presence <input checked="" type="checkbox"/> Library provides remote access to online catalog <input checked="" type="checkbox"/> Library provides remote renewals for materials
25,000-49,999	<input type="checkbox"/> Library is open at least 50 hours per week <input type="checkbox"/> Library has a website <input type="checkbox"/> Library has social media presence	<input type="checkbox"/> Library is open at least 55 hours per week <input type="checkbox"/> Library has a website <input type="checkbox"/> Library has social media presence <input type="checkbox"/> Library provides remote access to online catalog <input type="checkbox"/> Library provides remote renewals for materials

Information Services

Texas public libraries provide information services for all patrons.

- ✘ Reference and readers advisory assistance
- ✘ Reference service by telephone to all callers all hours the library is open to the public
- ✘ Information and instruction on the use of the library and its materials and equipment
- ✘ Online database searching with remote access
- ✘ Reference service via e-mail or fax.
- ✘ Exemplary service level services include Enhanced services plus:
- ✘ Virtual reference service

Programming

Texas public libraries should strive to meet the needs of the citizens of their community.

- ✘ Presenting educational, cultural, recreational and reading programs that reflect diverse community needs and interests
- ✘ Providing children's programming to encourage reading and lifelong learning
- ✘ Collaborating with other community organizations and educational institutions to promote library services
- ✘ Providing library outreach services which bring library service to the under-served and un-served
- ✘ Summer reading programs for youth
- ✘ Provide adult programming appropriate to the needs of the community
- ✘ Online book clubs
- ✘ Programming in computer literacy
- ✘ Historical Digitization of community assets

TECHNOLOGY STANDARDS

Public libraries gather, organize and preserve information, they teach the members of their community to find what they need in the most effective and efficient ways. As much information is now collated, published, and created electronically, libraries must provide and be able to guide patrons through a continuing series of new technologies with an evolving succession of devices.

Libraries serve a wide variety of patrons, from those who do not have access to a computer at home to those who chose to remain at home and visit the library only remotely. Electronic communications and software now serve much the same functions as telephones and shelves and are just as necessary. Much of reference has moved online entirely. Libraries are encouraged to provide access to databases and online resources as well as email.

In order to provide these services, public libraries need knowledgeable staff, proper equipment, and good access to chosen content.

Content Access & e-vendors

Public libraries are also representatives of patrons in the larger marketplace. It is incumbent upon them to ensure the protection and privacy of patron data, to strive for easy patron access and use of new technologies, and to provide these services effectively, efficiently, and economically.

To those ends, libraries should require the following from vendors of e-items:

Security

To ensure patron privacy, all patron data moved across open networks (SIP, NSIP, etc.) must be encrypted, regardless of how much of this data the vendor collects or keeps.

Vendors must demonstrate they take steps to minimize internal risks with patron data, e.g. requiring background checks of employees dealing with such data.

Ease of Use

E-resources should be easy to use for the patron, device neutral, and integrated with library Integrated Library Systems (ILS). Further, e-vendors should be working towards open standard for file formats and they should be expected to provide sufficient notice of updates for easy library and end user adaptation.

Access & Pricing Models

E-vendors should provide a standardized selection of access models for e-materials including; pay per use that would include simultaneous use, limited pay per use for specific items (e.g. one year license), and perpetual access.

As end users have different expectations of e-materials than they do of those in print, access models must appear seamless and standardized to the end user and include easy-to-navigate returns.

Pricing models must be predictable for budgetary purposes (e.g. caps or tokens) and able to accommodate on the fly adjustments by the library.

Consortia

For the efficient provision of e-resources in the variety of communities served by Texas libraries, libraries must be able to choose whether or not to become members of a consortium, which consortium they wish to join- with the consent of that consortium- and what the guiding rules of each consortium will be (e.g. whether or not all materials purchased will be accessible to all members, management fees, collection development, etc.)

Portability of e-materials

In the interest of the cost-effectiveness provided by competition, a mechanism should be developed by e-vendors to allow libraries to transfer their e-resources to other vendors, while recognizing the original vendor may have ongoing costs to maintain these resources. This mechanism should be standardized across vendors, transparent, and contractual.

Standards All Populations

Enhanced

- ✖ 1 working computer for public use per 2,000 population served OR a minimum of 2 whichever is greater
- ✖ Office applications software and standard plug-ins (e.g. Adobe Acrobat) loaded on all public computers
- ✖ Anti-virus and spam-blocker software on all public computers
- ✖ At least one printer for public use
- ✖ Authentication of access to e-resources with patron library cards
- ✖ Scanning services
- ✖ Establish a replacement/maintenance schedule for equipment and software (4 years)
- ✖ Dedicated Internet connection which can support simultaneous use of multiple computers
- ✖ High Speed Internet access with enough bandwidth to support downloading audio and video files
- ✖ Wireless access

Exemplary

- ✖ 1 working computer for public use per 1,500 population served OR a minimum of 2 whichever is greater
- ✖ Office applications software and standard plug-ins (e.g. Adobe Acrobat) loaded on all public computers
- ✖ Specialized software (e.g. Photoshop)
- ✖ Anti-virus and spam-blocker software on all public computers
- ✖ At least one printer for public use
- ✖ Authentication of access to e-resources with patron library cards
- ✖ Scanning services

- ✦ Establish a replacement/maintenance schedule for equipment and software (3 years)
- ✦ Dedicated Internet connection which can support simultaneous use of multiple computers
- ✦ High Speed Internet access with enough bandwidth to support streaming audio and video files
- ✦ Wireless access with printing capabilities

Libraries should consider the following enhancements to current services.

- ✦ Self-check equipment
- ✦ Both Apple and PC computers for public use
- ✦ Ability to use a headphone with public computers
- ✦ Color printers for the public
- ✦ 3D printers
- ✦ Laptop computers, tablets, iPods, and e-readers for in-house use and checkout
- ✦ Digital cameras for checkout
- ✦ Audio/video editing software
- ✦ Distance learning and video conferencing facilities
- ✦ Gaming equipment for all ages
- ✦ Digitized archival and historical collections available on the web
- ✦ Maker spaces- both low & high tech

APPENDIX A

Local Implementation Checklist

Use as a check to compare how your library is doing against the public library standards. Mark each statement according to the following criteria.

ADMINISTRATION STANDARDS	Achieved	Working on	Not yet begun	Not applicable
LIBRARY BOARD				
The Library Board has bylaws.	✖			
The Library Board meets at least quarterly.	✖			
The library provides orientation and continuing education for the Library Board.		✖		
At least one member of the Library Board is a current member in a professional library organization.	✖			

The Library has:				
A written mission statement	✖			
A written long-range plan	✖			
A written technology plan	✖			

The library has policies and procedures covering:				
a. ADA compliance	✖			
b. Circulation	✖			
c. Code of Conduct for library users	✖			
d. Collection Development/Materials Selection	✖			
e. Copyright Compliance (publicly posted)	✖			
f. Customer Service		✖		
g. Emergency Procedures and Safety Standards	✖			
h. Gifts and Special Collections	✖			
i. Human Resources		✖		
j. Interlibrary Loan	✖			
k. Internet and other technology priorities	✖			
l. Patron Complaints				
m. Privacy and Confidentiality	✖			
n. Public Relations		✖		
o. Record Retention Schedule consistent with Local Government Records Act	✖			
p. Other policies and procedures as appropriate to the library's mission, goals and facilities	✖			

The library reviews policies and procedures every two years.		X		
The library issues an Annual Report to the general public and members of the funding agency.	X			
Cooperate with other (non-library) agencies to offer information, services and programs to library users.	X			
Partner with other libraries (public, school, academic and special) to offer information, services and programs to library users.	X			
The library uses a variety of indicators and outcome measures to determine the effectiveness of its service program.	X			
The library conducts community studies and other assessments to ensure community participation in the design and delivery of library services.	X			
The library completes a community analysis at least every five years.	X			
The library completes a patron survey at least every two years.	X			
The library has a Friends and/or Foundation 501(c)(3) support group.	X			
The Library Director is a current member in a professional library organization.	X			
At least one library board member is a current member of a professional library organization.	X			
The library conducts an annual meeting for the purpose of planning and evaluating services.	X			

COLLECTION STANDARDS	Achieved	Working on	Not yet begun	Not applicable
A collection development plan based on community needs includes selection criteria, collection specialties, priorities and requests for reconsideration.	X			
The library collection reflects the diversity of the population in the community.	X			
The collection includes a variety of formats, including electronic resources.	X			
The collection includes basic reading skills and English as a Second Language (ESL) materials.	X			
The collection has been weeded within the past five years.	X			
Interlibrary Loan services are offered.	X			
The library participates in the TexShare card program.	X			
The library collects local history materials.	X			

The library maintains a core reference collection which may include online resources.	X			
The library provides an adequate number of materials:	X			
a. The collection has 63,427 items				
b. The collection has 2.69 items per capita				
The library's collection is used by the community:	X			
a. The circulation per capita is 5.82				
b. The collection turnover rate is _____				
The library maintains a current collection:				
a. The percentage of the collection less than five years old is 67.6%				
b. The entire collection is weeded every _____ years				

FACILITIES STANDARDS	Achieved	Working on	Not yet begun	Not applicable
The Library will:				
Comply with federal, state and local building codes, including ADA and TABA	X			
Have an emergency procedures manual and a disaster plan	X			
Have the required emergency facilities	X			
Have and regularly reviews adequate insurance for loss or damage to the library	X			
Review existing and future facilities for safe, secure environment	X			
Have a plan and budget for the maintenance of the building(s) and grounds	X			
Have convenient and adequate parking		X		
Be clearly identified by exterior sign, visible from the street, as a library	X			
Have well designed signs including the International Symbol of Accessibility where appropriate	X			
Incorporate changes to move toward sustainable buildings			X	
Have adequate provision for current electrical, data and telephone needs	X			
Have controlled temperature and humidity for the benefit of visitors, staff and the protection of property	X			
Have adequate interior and exterior lighting	X			
Have an after-hours materials return that is fireproof, in a safe, well-lit area	X			
Have furnishing and equipment adequate to meet the needs of users and staff	X			

Have adequate space to meet service, operation and storage needs			✗	
Have meeting space for library programs and for use by community groups, if it is part of the library's plan	✗			
Receive input from stakeholders on location, design and accessibility of future locations and renovations	✗			
Complete a space needs assessment every five years		✗		

FINANCE STANDARDS	Achieved	Working on	Not yet begun	Not applicable
The following are non-quantitative standards to be met:				
Receive funds on an ongoing basis as the basic funding structure of the library from: city, county, taxing district, other public funding entity or 501(c)(3) groups.	✗			
Submit and annual library budget that addresses the needs of the community as reflected in the long-range plan.	✗			
Have fiscal procedures and financial management practices consistent with local government practices and state law.	✗			
Any library that is run by a governing board and is designated 501(c)(3) shall have an independent audit conducted every three years.	✗			
Allocate funds for staff continuing education costs	✗			
Provide the minimum salary for a starting librarian's position as reported by the Texas Library Association	✗			
Allocates \$4.24 per capita for materials expenditures	✗			
Allocates \$57.93 per capita for operating expenditures	✗			

MARKETING STANDARDS	Achieved	Working on	Not yet begun	Not applicable
The library has an active, ongoing marketing plan.		✗		
The library has assessed communication opportunities and uses all available marketing tools in the community.		✗		
The library recognizes that communications reflect the image of the library and should be attractive and accurate.	✗			
The library uses a recognizable look, brand or logo on all printed materials.	✗			
When appropriate, the materials are available in language(s) other than English.	✗			

ADVOCACY STANDARDS	Achieved	Working on	Not yet begun	Not applicable
The library will create and nurture non-partisan relationships to inform interested community members about opportunities to lobby for library funding, policy and laws.	✗			
Information will include legislative issues on a local, state and federal level to effect positive change for all libraries.	✗			
The library will provide information to community advocates to enable them to communicate the value of the library to policy-making officials and promote library use.	✗			

PUBLIC RELATIONS STANDARDS	Achieved	Working on	Not yet begun	Not applicable
The library will focus on the need to foster and maintain a positive image in the community.	✗			
The library will establish favorable press relationships.	✗			
The library will target local demographics and reflect language(s) spoken in the community.	✗			
The library will evaluate all policies and procedures in terms of effect on the public and the library's image.	✗			
The library will evaluate the public image of library services, staff and programming.	✗			

PERSONNEL STANDARDS	Achieved	Working on	Not yet begun	Not applicable
All staff members should:				
Project an image of competence and courtesy	✗			
Have an understanding of the history and development of library services		✗		
Know the service goals of the library	✗			
Be aware of all library policies	✗			
Be trained in best practices and procedures required by the position	✗			
Have training and continuing education hours	✗			
Participate in community-based organizations	✗			
Have salaries, hours and benefits comparable with other positions of the funding entity requiring similar educational preparation and job assignments	✗			
The Director has the required education	✗			
The Director completes the required annual training	✗			
The staff attends annual continuing education courses/workshops	✗			

There is one FTE per 8.27 population				
There is 2.39 FTE MLS per 23,566 population				

SERVICE STANDARDS	Achieved	Working on	Not yet begun	Not applicable
All public libraries in Texas shall:				
Have core library services available when they are open to the public	✗			
Have a minimum of two publicly accessible Internet terminals	✗			
Provide InterLibrary Loan either for free or for recovery of direct costs	✗			
Have Internet access for staff	✗			
Have an online catalog of holdings and an automated circulation system	✗			
Have a copy machine available for administrative and public use	✗			
Have a telephone and scanner available for administrative use	✗			
Have a system for reserving circulating books	✗			
Have day time, evening and weekend hours	✗			
Have staff, signage and publications in appropriate language(s) to help patrons where there is significant population speaking a language other than English	✗			
Service: Accessibility	Achieved	Working on	Not yet begun	Not applicable
The library is open 62 hours per week	✗			
The library has a website	✗			
The library has a social media presence	✗			
The library provides remote access to the online catalog	✗			
The library provides remote renewals for materials	✗			
The library provides remote online reservation of circulating materials	✗			
Service: Information Service	Achieved	Working on	Not yet begun	Not applicable
Reference and readers advisory assistance	✗			
Reference service by telephone when the library is open to the public	✗			
Information and instruction on the use of the library and its materials and equipment	✗			
Online database searching with remote access	✗			
Virtual reference service	✗			
Services: Programs	Achieved	Working on	Not yet begun	Not applicable

To meet the needs of the community the library will:				
Present educational, cultural, recreational and reading programs that reflect diverse community needs and interests	✕			
Provide children's programs to encourage reading and lifelong learning	✕			
Collaborate with other community organizations and educational institutions to promote library services	✕			
Provide library outreach services to the under-served and un-served in the community	✕			
Facilitate a summer reading program for youth	✕			
Provide adult programs appropriate to the needs of the community	✕			
Moderate online book clubs	✕			
Offer programs in computer literacy	✕			
Digitize historical community assets	✕			

TECHNOLOGY	Achieved	Working on	Not yet begun	Not applicable
The library will:				
Provide an adequate number of computers for population served	✕			
Consider technological enhancements to current services as trends indicate	✕			
Require its e-Vendors to encrypt patron data across the internet and minimize internal risks to patron data	✕			
Forward a copy of the Technology Standards to all of its e-Vendors and ask for compliance			✕	

APPENDIX B

Space Needs Worksheet

Library _____

Person completing form _____ Date _____

Step 1 - Design Population

- a. Current local population (for comparison only) _____
- b. Projected local population _____
- c. Projected nonresident population _____
- d. TOTAL (b + c) _____

Step 2 - Collection Space

- a. Books: # of volumes _____ / 10 _____ sq. ft.
- b. Music CDs/recordings: # of items _____ / 10 _____ sq. ft.
- c. Audio books: # of items _____ / 10 _____ sq. ft.
- d. Videocassettes: # of items _____ / 10 _____ sq. ft.
- e. Periodical display: # of titles _____ / 1.5 _____ sq. ft.
- f. Periodical storage: # of titles _____ / 0.5 x # of
years retained _____ sq. ft.
- g. TOTAL (a+b+c+d+e+f) _____ sq. ft.

Step 3 – User Seating Space

Projected population (from Step 1:d) _____

- a. 7-10 seats/each 1,000 people _____ seats
- b. # of seats _____ x 30 _____ sq. ft.

Step 4 – Staff Work Space

- a. # of workstations _____ x 150 _____ sq. ft.

Step 5 – Meeting Room Space

- a. General meeting: # of seats _____ x 10 _____ sq. ft.
- b. Conference room: # of seats _____ x 25 _____ sq. ft.
- c. Children's program: # of seats _____ x 10 _____ sq. ft.
- d. Study Room: # of seats _____ x 10 _____ sq. ft.
- e. TOTAL (a+b+c) _____ sq. ft.

Step 6 – Special Space

- a. Collection space (from Step 2:g) _____ sq. ft.
- User seating space (from Step 3:b) _____ sq. ft.
- Staff work space (from Step 4:a) _____ sq. ft.

- Meeting room space (from Step 5:c) _____ sq. ft.
- b. SUBTOTAL 1 _____ sq. ft.
- c. Multiply SUBTOTAL 1 by 0.1 _____ sq. ft.

(An alternative method is to list specific types of special-use space and their representative space allocations and enters the total in Step 6:c).

Step 7 – No assignable Space

- a. SUBTOTAL 1 (from Step 6:b) _____ sq. ft.
- b. Special-use space (from Step 6:c) _____ sq. ft.
- c. SUBTOTAL 2 (a + b) _____ sq. ft.
- d. Multiply subtotal 2 by 0.25 _____ sq. ft.

Step 8 – Public-Access Computer Work Space

- a. # of workstations _____ x 25 _____ sq. ft.

Step 9 – Putting It All Together

- a. Collection space (from Step 2:g) _____ sq. ft.
- b. User seating space (from Step 3:b) _____ sq. ft.
- c. Staff work space (from Step 4:a) _____ sq. ft.
- d. Meeting room space (from Step 5:d) _____ sq. ft.
- e. Special-use space (from Step 6:c) _____ sq. ft.

- f. No assignable space (from Step 7:d) _____ sq. ft.
- g. Public-access computer work space (from Step 8:a) _____ sq. ft.
- h. GROSS AREA NEEDED (a+b+c+d+e+f+g) _____ sq. ft.

NOTES

Appendix C

Selected Glossary of Terms and Acronyms

- ABLE: Alternative Basic Library Education. An online training program available through Texas State Library website.
- ADA: Americans with Disabilities Act.
- ADA Accessible: An unobstructed space that can be negotiated safely by a person with a disability.
- Advisory Board: External group of citizens that advises a library director and local government on the operations of the library.
- ALA: American Library Association.
- ALA Accredited MLS: A master's degree in the field of library and information awarded by an ALA accredited university.
- Blog: A blog is an online journal generally administered by one individual. It can be a personal diary or a compilation of Web based articles devoted to a single subject that is kept in a reverse chronological order.
- Catalog of Holdings: A system for use by staff and patrons that determines what items are in the library's collection.
- Collection: The total number of all titles and physical units in a library.
- Collection Turnover Rate: A library's total annual circulation divided by the total collection.
- Community-based Organization: Service-based organizations, examples include YWCA, church affiliated, etc.
- Continuing Education: Any formal training that library personnel utilize to improve job-related knowledge.
- Core Library Services: Circulation, reference, technology services and applicable programming for people of all ages (as facilities and scheduling allows).
- Customized Database Searching: A special reference inquiry that requires library personnel to develop search strategies to retrieve information (documents) from electronic databases. These searches often involve several interactions with the patron, and guidelines for customized database searching should be outlined in the library's policies and procedures.

- Director: Chief executive officer of a public library.
- E-book: An electronic version of a printed book that can be downloaded to a computer, e-book reader, palm pilot and other applicable electronic devices.
- Electronic Bulletin Board: An electronic message center for a specific interest group.
- Electronic Database: An accessible collection of information stored within the memory of a computer.
- Electronic Use: Data that accurately reflects the number of times a library Internet connection or database is accessed during a specific time period.
- Full-time Equivalent or FTE: One or more individuals whose total working hours add up to 40 per week.
- Governing Board: Group of citizens appointed by a local government. A governing board is an entity that has legal, financial, and policy-making responsibilities.
- iPod: A portable MP3 electronic device used to play and store audio files such as talking books and music.
- ILL or Interlibrary Loan: Loaning library materials or copies of library materials by one library to another entity outside the loaning library system.
- Internet Accessible Computer Terminals: Computers that are available for the staff and/or the public to access the Internet in the library.
- Internet Homepage/Webpage: A file in HTML (Hypertext Markup Language) format that is accessed over the Internet via a web browser. The term homepage refers to the starting point that will reference other HTML pages. The address of a homepage or a webpage file is called a URL (Uniform Resource Locator).
- LAN: Two or more computers connected with software and hardware; computers can be Wired or wireless.
- Library Outlet: Collections in nursing homes and jails, stations, etc. Not the same as a branch. No staff, no hours open simply a collection that the library has housed in another location.
- Long Range Plan: A document that states the goals and objectives of a library for a specific length of time (usually 3 – 5 years).
- Meeting Room: A public space in a library that is used for programs, meetings and special events.

- Non assignable Space: Hallways, walkways and other areas.
- Online Catalog: A computer-based catalog of holdings.
- Outreach: Library services that extend outside the library facility.
- Patron Computer: A computer assigned solely for patron use.
- Population: Service Population as assigned to a library by the Texas State Library and Archives Commission.
- Public Library: A library that is operated by a single public agency or board and is freely open to all persons in a given community, district or region under identical conditions, and that receives its financial support in whole or part from public funds.
- Remote Access: Communication between a user and a library resource from a location outside the physical library facility.
- SLMT: Small Library Management Training.
- Social Networking Site: An online community that allows users to share information about themselves and areas of common interest. Some of the most popular are: Twitter, Facebook, and You Tube.
- TABA: Texas Architectural Barriers Act
- TLA: Texas Library Association.
- TSLAC: Texas State Library and Archives Commission.
- WAN: A network that covers a large geographic territory; can be public like the Internet or privately used in businesses. For example, in private business a WAN can connect offices located in NY, CA, and TX.
- Wiki: a Web site or page that contains information that can be edited by users. It is a fluid online document.
- Weeding: Evaluation and removal of library materials that are no longer of value to the library because they are outdated, worn or no longer used by the library's patrons.



CITY OF BENBROOK

Comprehensive Plan 2020

CELEBRATING OUR PAST, PREPARING FOR OUR FUTURE



Letter from the Mayor

It is my pleasure, on behalf of Benbrook City Council, to present to you the updated 2020 Comprehensive Plan for the City of Benbrook. This publication is not law, but a well-formed policy document that prioritizes our community values, and guides the many decisions that affect our city’s physical growth and social character.

Over the past year, at the appointment of City Council, a Comprehensive Plan Steering Committee was formed to review the existing comprehensive plan and make recommendations for updates. The document in your hands today is the result of many entities working together to craft good policy. Steering Committee members, City staff, City board and commission members, and our engaged citizenry provided valuable input on a wide variety of planning and land use topics; quality of life, housing, transportation, utilities, public safety, economic development, community facilities, and future land uses.

The 2020 Comprehensive Plan establishes a shared community vision, outlines attainable goals for our growing city, and serves as a guide for good governance, both today and for future city councils and staff.



The process for completing this work was truly a community effort, and my fellow council members and I wish to express our appreciation for the dedication of everyone involved. To our citizens, and to all those that put in the work, thank you for your input, and thank you for Building a Better Benbrook.

Respectfully yours,

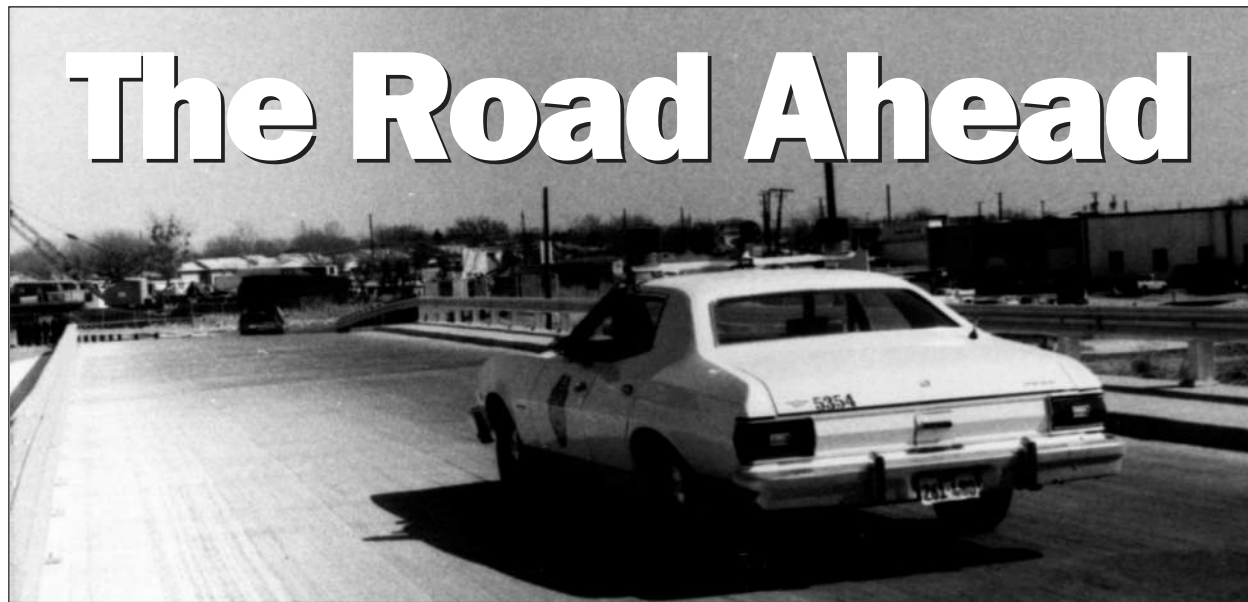
Dr. Jerry Dittrich
Mayor of Benbrook

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Background: Carruthers Field in Benbrook, around 1917. This view is probably looking west: The hangars are believed to have been located just south of present-day Mercedes Street, and the airfield extended to where the Walmart is currently located. ON THE COVER: Children at Dutch Branch Park and, in the background, children at Benbrook School, sometime around 1916.

INTRODUCTION



A police cruiser drives across the new Mary's Creek Bridge in 1976 toward Vickery Boulevard. The bridge was replaced in 1922.

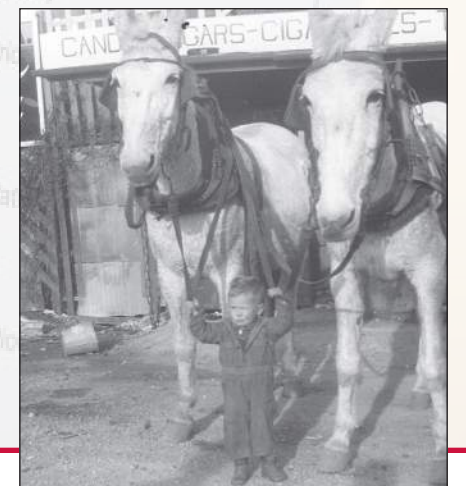
Why do we need a comprehensive plan? Here are 6 great reasons

- 1. To inform.** With the click of a mouse or a tap on the screen, citizens can quickly learn about the plans helping shape the future of Benbrook. They can see where new roadways and trails are planned, learn what is likely to be built on a vacant lot, and see where residential and commercial areas are likely to develop. A readable plan allows everyone to be informed.
- 2. To guide our city leaders.** These individuals often have to make very tough choices. It is much easier for them to make those decisions if they know they are following the guidelines of a plan that has the support of the community.
- 3. To guide our partners.** Utility companies, schools and other quasi-governmental entities all try to plan for future capital expenditures. For example, the utilities and infrastructure needed to support a major industrial area are very different from those needed for a residential development. When our partners know what we are planning, it makes it easier for them to plan.
- 4. To provide stability.** Surprises can be fun -- but not when it comes to our property or business. Residents and business owners don't want to be surprised with unwelcome zoning changes or developments. A plan allows citizens to know what is being planned *in advance*.
- 5. To shape the future.** A comprehensive plan helps us actively shape our future; so instead of waiting to see what happens, we can decide what we want to happen. As the popular expression goes, "If you fail to plan, you are planning to fail."
- 6. To create a shared vision.** A good plan, one with clearly stated principles and goals, can unite a community. Each one of us can know the vision for Benbrook, get excited about it, and find ways to help us make it a reality.

TIMELINE

The Update Process Timeline

- Jan. 3, 2019:** City Council work session and kickoff meeting
- Jan. 4 – Feb. 28:** Staff meet with key stakeholders and property owners
- Jan. 17:** Steering Committee members selected
- Feb. 7:** City Council formally appoints Steering Committee members
- March – August:** Steering Committee meets once a month for six months
- Aug. 6:** Steering Committee completes work and provides final recommendations
- Sept. 19:** City Council work session on Steering Committee's core recommendations
- Oct. 9:** Parks and Recreation Board work session
- Oct. 10:** Planning and Zoning Commission work session
- Nov. 12:** Public Open House (Thank you to those who attended!)
- Nov. 12 - Dec. 12:** Public Comment Period (Thank you to those who shared comments!)
- Dec. 12:** Planning and Zoning Commission work session
- Jan. 9, 2020:** Planning and Zoning Commission public hearing on the plan update
- Feb. 20:** City Council public hearing on Comprehensive Plan update



Located near the old railroad station, The Stand was a popular stopping place for people—and horses—in the 1930s.

The process of updating the plan was driven by the ideas and input of citizens



Pointing the Way

This plan is more than a year in the making. Preparations began on January 3, 2019, at a work session of the Benbrook City Council. City staff attended, and provided an overview of the current Comprehensive Plan.

That plan had served the City well for many years. However, that version also included a collection of piecemeal updates, most made between 1990 and 2010. More significant, some elements of that plan were outdated and/or no longer applicable.

Rather than start from scratch, staff proposed using the Core Tenets and Guiding Principles of the existing plan as a framework for making updates. City Council agreed. With the core plan elements intact, staff proposed a number of changes. These

included:

- Removing any unnecessary technical information or jargon.
- Establishing a new “community vision.”
- Completely rewriting the sections on transportation and future land use.
- Putting greater focus on undeveloped lands within the existing municipal boundaries.
- Putting greater focus on undeveloped lands in the City’s extra-territorial jurisdiction, or ETJ.

Above: Citizens were invited to review the proposed updates and talk with City staff at an open house. The City also created a page on their website where citizens could read about the proposed updates and submit their comments.

Instead of hiring an expensive consulting firm, City Council chose to form a Comprehensive Plan Steering Committee comprising Benbrook citizens. The members invested considerable time and attention to guide the update process. Inset: The Benbrook City Council in 1975.



(An ETJ is land outside of municipal boundaries that a city has subdivision authority over; Benbrook’s ETJ is primarily located south of Dutch Branch Park between Benbrook Blvd./U.S. 377 and Benbrook Lake.)

At the same time, Council directed staff to work on plans for creating a downtown area and a new municipal complex.

The previous plan addressed aging public buildings, but no serious plans were crafted for a downtown/new municipal complex. Benbrook is continuing to grow, and City Hall, the senior center, and the police station all are showing their age. Council members decided the time was right to seriously explore this possibility.

Citizens Take the Lead

City Council also decided against hiring a consulting firm. While many cities choose this route, it is expensive. Instead, Council decided to create a steering committee comprising seven citizens.

Committee members were selected among individuals currently serving on one of the City’s boards or commissions. Council



opted to select these individuals because of their experience representing the citizens of Benbrook.

These appointed individuals, assisted by staff, led the update process. Beginning in March, the Steering Committee met monthly for six months to review the existing plan and make comments. They spent considerable time discussing their “vision” for the City in the coming 20 years.

One of the more challenging tasks for the Committee was determining how best to accommodate multi-family developments and new commercial growth while maintaining the “small-town feel” that Benbrook citizens

Citizens share written comments at the open house in November.



love about our community. This updated plan contains many elements intended to achieve that balance.

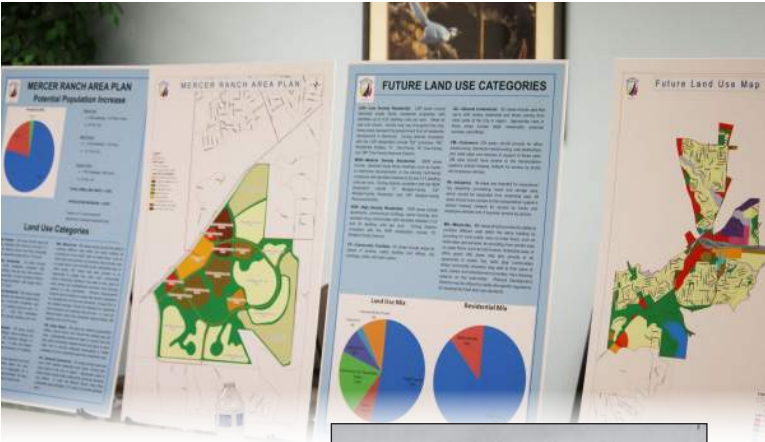
Getting Input from the Public

The Steering Committee’s recommendations were widely circulated. They were presented to City Council on September 19, 2019, to the Benbrook Parks and Recreation Board on October 9, and to the Planning and Zoning Commission on October 10.

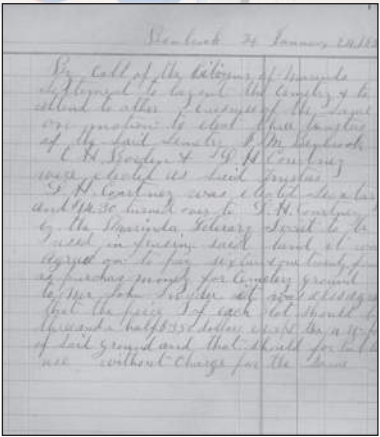
On November 12, the City held an open house at the Benbrook Senior Citizens Center. The public was invited to review the committee’s recommendations and submit comments.

Following the open house, the proposed updates were posted on the City’s website; the public was allowed 30 days to submit additional comments. All citizen input was shared with the Planning and Zoning Commission for their review at a final work session held on December 12, 2019.

From the start, we recognized there was little chance that the refreshed plan would fully satisfy everyone who loves Benbrook. But we do want citizens to know this: The process we used to create this document was methodical and thorough, committed to transparency, and intent on making sure our citizens had many opportunities to share



Above: Maps and information on display at the open house; the final version of these documents will be posted on the City’s website. Right: A page from the Benbrook Cemetery Records book, noting that the citizens had elected a board of trustees to manage the cemetery.



their own ideas, hopes, and concerns. The 2020 version of the Comprehensive Plan is our attempt to layout a vision for Benbrook that preserves the charm of our city while embracing the great opportunities before us. It was exciting for us to write this updated version. We hope it will be just as exciting for you to read it.

Bean Counters

How hard it is to set funding priorities? Community members find out firsthand

The choices are difficult. Services such as street maintenance, stormwater systems, and parks are all paid largely with tax dollars. But the cost of providing these services is increasing, and the demand for new services is expanding. And the amount of funds available is limited.

So as the City plans for the next 20 years, city leaders must decide: What should be our spending priorities?

During the open house held in November 2019, citizens got to experience this process firsthand. Each participant was given five beans, representing tax dollars. On a table were several jars, each one representing a different City service. Participants were asked to choose their priorities by placing a bean in the corresponding jar.

The **City Services Prioritization** exercise was done by 78 citizens. Not surprisingly, citizens’ top priorities were public safety and infrastructure maintenance. Other services receiving strong support were economic development and redevelopment incentives, parks and recreational opportu-



nities and the establishment of a new downtown area and City Hall.

While this was only an exercise, the results provided an interesting look at how community members want their tax payer dollars spent.

The table below shows each of the categories, along with the complete results of the exercise. How would YOU vote?

Service	Public Meeting Ranking	Votes
Public Safety	1	65
Infrastructure Maintenance	2	64
Downtown/New City Hall	3	62
Economic Development Incentives	4	48
Re-development	5	38
Parks and Recreational Opportunities	6	34
Social Programs	7	27
Code Enforcement/Animal Control	8 (tie)	24
Cultural Amenities	8 (tie)	24
Other	9	4

Getting Focused

The Plan captures our vision and the strategy to help us achieve it

Benbrook has both outer and inner beauty. Residents appreciate our great recreational facilities, including neighborhood parks, a golf course, hike and bike paths, and a large regional park.

We have equestrian trails, creeks and creekbanks, amazing views of natural open spaces, and a large water reservoir, Benbrook Lake. We also have cozy neighborhoods and bustling businesses. Viewed as a whole, it's why we describe Benbrook as a *Small Town, Big Backyard*.

But Benbrook is more than just a pretty face. We are also an inclusive and welcoming community, with quality schools and new developments. We take great pride in our city, and all of us are committed to keeping Benbrook friendly, clean, and safe.

This Plan serves as the blueprint for the future of our City. It is intended to help define and direct how we desire to grow in the coming years. The document is based on our Core Tenets and Vision for the City.

Core Tenets

The Core Tenets represent the fundamental policies of our governance style. They are

intended to express the priorities of the City, state the character and nature of government in Benbrook, and serve as a guide for future City Councils.

Quality of Life: The City of Benbrook endeavors to implement legislation, policies, projects, and services to ensure our community remains a great city, and to enhance quality of life for current and future generations of residents.

Approach to Governance: The City of Benbrook will provide governance that is effective, efficient, and equitable.

Character: The City of Benbrook will govern with attentiveness, compassion, creativity, dedication, dependability, discretion, enthusiasm, fairness, flexibility, honesty, humility, resourcefulness, respect, thoroughness, wisdom, and without bias.

Inclusive Governance: The City of Benbrook believes that the best government is inclusive, communicative, and open.

Services, Programs, and Projects: The City of Benbrook will provide services, programs, and projects that enhance quality of life by assuring that:

- Public safety is emphasized.

- City infrastructure is well-maintained.
- Recreation and cultural opportunities are abundant.
- Development and growth is orderly and strategic.
- Neighborhoods and business corridors are attractive, clean, and safe.

Professional Staff : Through market competitive compensation/benefits and a quality work environment, the City of Benbrook will recruit and retain only the most qualified and professional employees for City service.

Financial Stability: The City of Benbrook is committed to providing citizens the best value for their tax dollars and ensuring that financial resources are available to invest in community priorities. To protect long-term financial stability, the City will:

- Continually strive to diversify the tax base.
- Conservatively estimate revenue receipts.
- Fund core services through reliable and predictable revenue sources.
- Predicate expenditures on need, not revenues.
- Utilize additional revenue sources prudently.
- Require a super-majority vote of City Council for use of sales tax funds and gas and oil lease royalties fund revenues.
- Maximize grant funding.
- Follow a policy of maintaining cash reserves to meet at least three months of operating expenses.
- Keep total annual debt service payments below 20 percent of the City budget.
- Continue “pay-as-you-go” when possible.
- Regularly update the City's long-range financial plan.
- Maintain a high-quality bond rating.
- Hold the line on the current property tax rate and reduce future tax rates as prudently as possible.



OUR VISION:

"Making Benbrook your hometown."

The Big Picture

Our overall goal is to ensure Benbrook remains a city we can be proud of. For our citizens, this means we are committed to:

- Providing excellent municipal services.
- Providing superb public safety and emergency response.
- Remaining fiscally responsible and preserving a strong economy.
- Being family-friendly, inclusive, diverse, and welcoming.
- Ensuring quality schools.
- Ensuring Benbrook is clean, well-maintained, and safe.
- Promoting recreational opportunities and healthy lifestyles, to include:
 - Benbrook Lake
 - Hike and bike paths
 - Equestrian trails
 - Green spaces
 - Parks and recreation
- Supporting amenities, services, and opportunities to enhance our quality of life.
- Quality development and managed growth.
- Offering opportunities for civic engagement.
- Being transparent in governance.
- Being a *Small Town, Big Backyard*, with hometown spirit and community pride.
- Remaining a great place to live, work, and play.

How exactly do we propose to implement these principles and vision? Please read on.



Benbrook is a thriving community. More than 23,000 people currently make their home here, an increase of about 8 percent since 2010. We project the city's population will be about 47,000 by the time our available land is fully developed, or "built out."

The City can't control all of the changes that are on the horizon, but we *can* choose how we will prepare for and respond to those changes. With community-focused goals and careful planning, we believe we can not only maintain our city, but enhance it, ensuring that Benbrook remains a place people are proud to call their hometown.

The following sections of the plan detail our goals and principles regarding residential, commercial, industrial, and mixed-use development, and the action steps we think are necessary to achieve those goals.

Residential Areas

Benbrook is by and large a "bedroom" community; That is, most citizens work outside of the city. Single-family residential

areas make up the largest share of all usable land, and will continue to be the dominant land use well beyond 2040. As Benbrook continues to improve, we believe more and more people will choose to live here.

The City encourages the growth of the residential population. To support and manage this new growth, the Future Land Use Plan includes areas throughout the City where new residences can be built. To help City staff evaluate proposals for new developments, the Comprehensive Plan features the following Guiding Principles:

Principle 3.1: Approximately 60 percent of the land available for existing and future development within the City should be allocated to residential uses.

Principle 3.2: No more than 15 percent of the residential land within the City should be allocated to multi-family units.

Principle 3.3: Residential land uses should be protected from the intrusion of incompatible land uses.

Principle 3.4: Vacant land or redevelopment within existing residential areas should be limited to similar density residential, public, or semi-public uses.

Principle 3.5: The density of a new residential area should be in the same range as the average density of the adjacent existing developments, unless adequate protection and buffers are provided.

Principle 3.6: Design techniques, such as buffers or screens, access and building orientation, should be employed to mitigate negative intrusions on residential areas.

Principle 3.7: The City should enforce building and other codes to maintain the quality of housing and neighborhoods.

Principle 3.8: 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.

Principle 3.9: Neighborhood streets should have sidewalks amenable to pedestrians.

Principle 3.10: Residential areas should be designed to provide easy, convenient access to community facilities and services.

Principle 3.11: Wherever possible, residential uses should be oriented to front on or face local streets, fronting on collector streets only when necessary. Frontage on arterial streets should be avoided.

Commercial Areas

Business areas within the community should be planned to accommodate a wide variety of regional and local retail, general

commerce, and light industrial needs that contribute to Benbrook's employment and tax base.

The Comprehensive Plan specifically recognizes the unique location advantages of existing and potential commercial areas along the I-20/Loop 820 corridor. Some of that property is designated as appropriate for commercial and office/restricted industrial uses because it has direct, convenient access to residents and businesses of the entire metropolitan region.

Property owners are encouraged to maximize the development potential of designated land in the I-20/Loop 820 corridor, with reasonable limits set by local access streets, the capacity of utility services and recognition of the need to be compatible with existing uses on adjacent land.

Business property located elsewhere in the city should be oriented to meeting retail and general commerce needs for the citizens of Benbrook and adjoining areas outside the community. Such commercial areas should provide a variety of retail goods and services to meet the convenience or neighborhood shopping needs of area residents.

Principle 3.12: The City should allocate approximately 10 percent of the developable land area within the City to commercial uses.



In 1891, the Benbrook family moved into this house, which was located along Walnut Creek.

The City recommends that approximately 60 percent of the available land be allocated for residential use, and that no more than 15 percent of the total residential land be allocated for multi-family use. Inset: Laying the cornerstone of the Benbrook United Methodist Church in 1929.



Principle 3.13: The City should deny zoning requests and development proposals that conflict with the Comprehensive Plan.

Principle 3.14: The City should deny the rezoning of property solely for the intent of increasing the property’s value.

Principle 3.15: The City should discourage rezoning requests that primarily benefit an individual applicant, and are detrimental to the community as a whole.

Principle 3.16: Land development standards in commercial areas should be sufficiently flexible to allow for creative ideas that can enhance stability and strengthen the City’s economic base, while minimizing the adverse effects on adjacent non-commercial uses.

Principle 3.17: The City should review and revise zoning and development regulations regularly, providing adequate flexibility for development to occur within established constraints, and minimizing review and approval time by the City.

Principle 3.18: The City should establish design standards for development of commercial areas and remove Planned Development (PD) zoning designations where they are not appropriate or necessary.

Principle 3.19: The City should encourage appropriate design of commercial corridors that reduce congestion and land use conflicts associated with strip commercial development.

Principle 3.20: The City should provide a regulatory environment that encourages continued viability and expansion of existing conforming businesses and establishment of new business and industry.

Principle 3.21: The City should review its commercial and development regulatory process to identify and implement measures that would reduce the time and expense of development projects while continuing to protect the City’s interests.

Principle 3.22: Sufficient off-street parking should be provided for all land uses to avoid congestion on streets.

Downtown and Mixed-Use Centers

The Comprehensive Plan acknowledges the trend of creating mixed-use developments. These developments provide housing opportunities that are not typically available in a single-family neighborhood, such as loft apartments and live-work units. For many people, this housing option is both attractive and affordable.

Mixed-use centers offer a variety of benefits to citizens. Instead of having to drive everywhere, people may be able to walk to their place of work, to stores, or to entertainment. Also, the greater density of people can attract other new developments, such as restaurants, theaters, and local shops.

The City’s approach to the development of these areas is to establish certain minimum performance standards through zoning, and then allow the developer the flexibility to create the project with little interference from the City.

For example, the zoning ordinance may require developments to have landscaping and street trees, off-street parking, extensive pedestrian circulation, and an established public open space.

Similarly, buildings could be required to have a minimum of two stories and a maximum front yard setback of 10 feet; each block would need to have a minimum mix of residential and retail, office and/or restaurant use, and environmentally beneficial areas (streams, floodplain, etc.) would have to be protected.

Beyond those basic standards, the developer is responsible for developing a site plan and architectural theme for the project. The City may assist the project through the acquisition of grants, public funding of certain infrastructure, or the creation of tax increment finance district or public improvement districts.

Principle 3.23: The City should seek ways to reduce sprawl, use infrastructure more efficiently, and provide more environments that mix residential and commercial uses, and are welcoming to pedestrians.

Principle 3.24: The City should support a diversity of building types to accommodate a mix of residential and commercial uses.

Principle 3.25: The City should encourage a street design with wide sidewalks and attractive streetscapes that focus on the safety of pedestrians.

Principle 3.26: A downtown should include outdoor open spaces of sufficient size to support large public gatherings, festivals and other civic functions.

Principle 3.27: A downtown plan should call for businesses to also feature open spaces for amenities such as outdoor dining and window displays, as well as festivals, farmers markets, and other social events.

Industrial Areas

The Comprehensive Plan specifically recognizes the positive contribution industrial businesses provide to our community’s economic and employment structure. At the same time, the City must strive to control or mitigate nuisances and emissions that may impact the surrounding area.

Noise, glare, heat, vibration, dust, air pollution, solid and liquid waste, and visual blight all can detract from nearby residences, businesses, or public spaces.

Accordingly, industries must be able to provide assurance that air emissions and disposal of industrial wastewater and solid wastes will meet environmental standards, and that storage, handling, and disposal of hazardous materials will be done in a safe and environmentally-sound manner.

Principle 3.28: Industrial areas in the community should be for manufacturing, assembly, processing, repair, and storage uses, and be located separate from residential uses, to the mutual benefit of all parties.

Principle 3.29: Industrial uses should have direct access to the city’s transportation system arterial/freeway network for use by trucks and employee vehicles and, if required, rail line service.

Principle 3.30: Site design techniques should recognize the unique characteristics of industry and mitigate their impact on adjoining property.

Principle 3.31: Industrial sites that use hazardous materials or perform hazardous operations should have easy access to fire and rescue services and be separate from non-industrial uses.

Environmentally Sensitive Lands

The City of Benbrook contains many natural land features that contribute to the community’s character. Streams, undeveloped floodplain, and naturally vegetated areas enable the community to better withstand major storms, which contributes to the quality of life of its residents. The Comprehensive Plan recognizes that preserving and enhancing these natural areas offers multiple benefits to the community.

Principle 3.32: Private retention of environmentally-sensitive areas as undeveloped open space is specifically encouraged to protect fragile natural features, such as steep slopes, easily eroded soils, natural vegetation and drainage courses, and to help protect urban development from damage from soil erosion and flooding.

Principle 3.33: Where permitted, urban development in environmentally-sensitive

areas should be appropriately engineered to avoid damage to natural and man-made environments.

Principle 3.34: Specific site design techniques, such as clustering development to limit the size of the disturbed area, lowering the density of development, and providing on-site mitigation measures to minimize site disruption should be used to limit harmful impacts on sensitive areas.

Principle 3.35: The City should utilize best-management practices for erosion and sedimentation control.

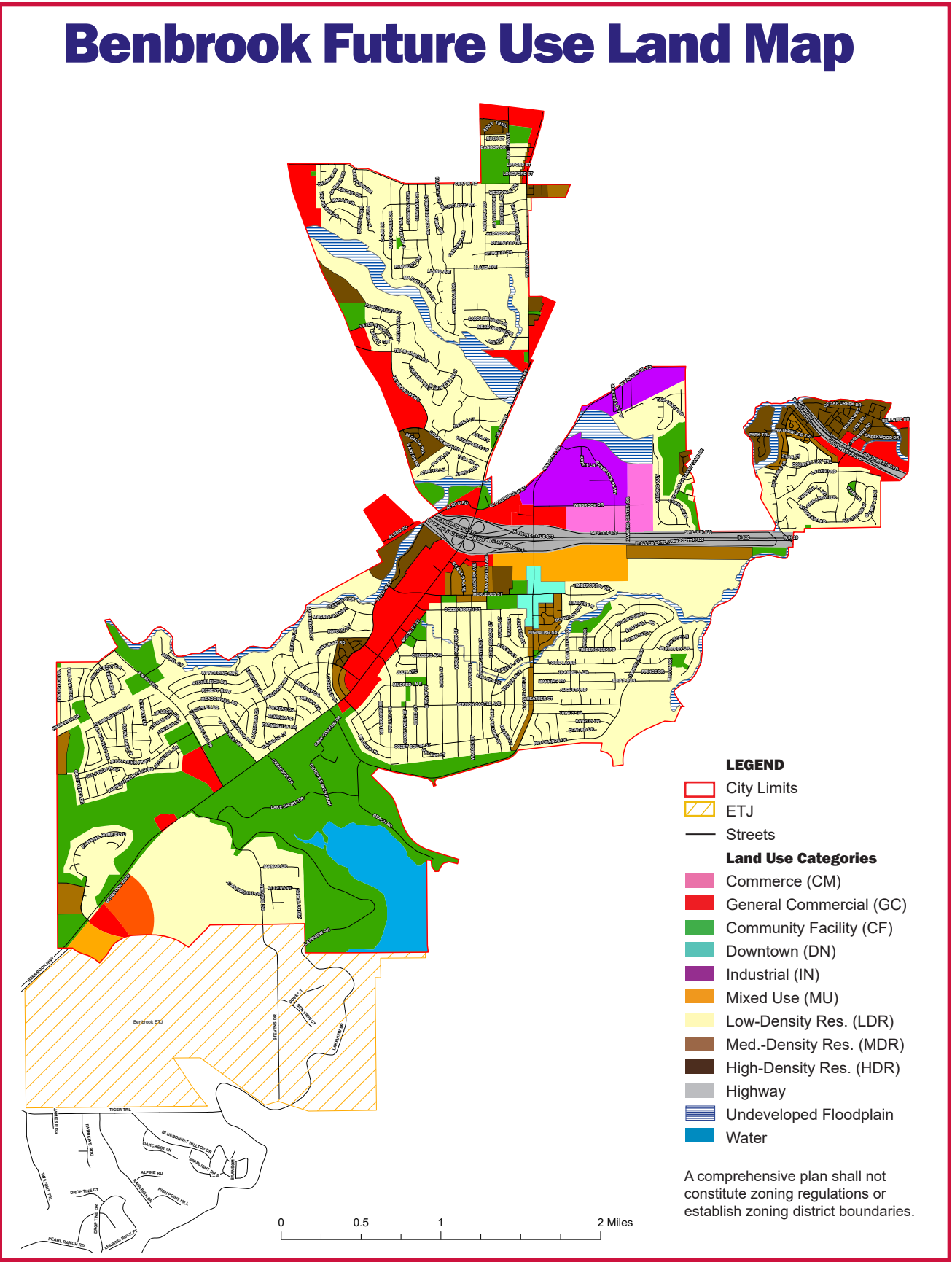
The Future Land Use Map

We know that the details of each land use — its location, density, and orientation — affect every other aspect of city planning, including infrastructure, drainage, traffic, schools, and public safety. When the City is planning future development, we rely heavily upon the **Future Land Use Map (FLUM)**.

The FLUM recognizes existing land uses, environmental constraints, and land use goals. It also reflects the market viability of the proposed land use allocations. For example, the city supply of commercial or industrial lands should be economically feasible for the community.

The FLUM represents what we believe is the ideal balance of private and public land uses for Benbrook. It is also a dynamic document, one that can be adapted as goals, conditions, and trends change. Thus, if a desired proposed land use is in conflict with the Comprehensive Plan, the City may amend the document and then approve the project. Of course, a change in the FLUM may result in changes throughout the Comprehensive Plan.

The FLUM designations indicate the preferred land use of a particular area of



the City or extraterritorial jurisdiction. The FLUM map and Mercer Ranch Area Plan appear on the next pages, and the future land uses are categorized as follows:

Low-Density Residential (LDR)

These areas include detached single-family residential properties with a typical density of 3 to 6.25 dwelling units per acre. While lot size and overall density may vary throughout the City, these areas represent the predominant form of residential development in Benbrook. These areas may also include local amenities for residents, such as neighborhood parks or places of worship. Zoning districts consistent with the LDR designation include "SD" Suburban, "RE" Residential Estates, "A" One Family, "B" One Family, and "BR" One Family Reduced Districts.

Medium-Density Residential (MDR)

These areas include duplex or townhouse residential properties with a typical density of 6.25 to 12.5 dwelling units per acre. Zoning districts consistent with the MDR designation include "C" Multiple Family, "CR" Multiple Family Restricted Districts, and "DR" Multiple Family Reduced Districts.

High-Density Residential (HDR)

These areas include apartments, condominium buildings, senior housing, and special types of group living. These areas vary greatly in terms of density depending on scale, but typically have at least 12.5 to 25 dwelling units per acre. Zoning districts consistent with the HDR designation include "D" Multiple Family Districts.

Commerce (CM)

Commerce areas should provide for office warehousing, distribution warehousing, auto dealerships, and retail sales and services in support of those uses. CM areas

should have access to the transportation system's arterial freeway network for access by trucks and employee vehicles.

General Commercial (GC)

These areas include uses that serve both nearby residential and those coming from other parts of the City or region. Appropriate uses in these areas include retail, restaurants, personal services, and offices.

Community Facilities (CF)

Community Facilities (CF) areas include places of worship, public facilities and offices, city buildings, parks, and open space.

Mixed-Use (MU)

As previously noted, these areas can feature loft apartments and live-work units. People often can walk to their place of work or to shop and dine. Mixed-use areas can also attract new restaurants, theaters, and other cultural or entertainment amenities. Zoning districts consistent with the MU designation include "MU" Mixed-Use and "PD" Planned Development District.

Downtown Commercial (DN)

This area is a mix of retail, office, and residential uses within a pedestrian-oriented neighborhood. Front building façades should be located near sidewalks. Building heights should be a minimum of two stories. On-street parking should be provided.

The downtown area should also serve as a location for various civic uses and a gathering place for community activities. Zoning districts consistent with the DN designation include "PD" Planned Development District and a future Downtown Zoning District.

Industrial (IN)

These areas are intended for manufacturing, assembly, processing, repair and storage



As part of the update process, the City prepared a short video showing a concept of what a downtown area might look like. Want to see the clip yourself? The link is on the Comprehensive Plan page of the City of Benbrook website.

uses, which, by the nature of their operations, should be separated from residential uses. Industrial uses should have direct access to the transportation system's arterial freeway network for access by trucks and employee vehicles and, if required, service by rail. The "H" Industrial Zoning district is consistent with the IN designation.

Mercer Ranch Area Plan (MRAP)

Located in Benbrook's Extra Territorial Jurisdiction (ETJ), Mercer Ranch comprises of approximately 900 acres. The Mercer Ranch Area Map (next page) illustrates the land use and thoroughfare elements for the Mercer Ranch Area Plan (MRAP). Land use categories are detailed as follows:

Residential Estates (RE): RE areas include large lots for single-family dwellings with minimum lot sizes of one acre. In total, the Mercer Ranch Area Plan anticipates approximately 132 residential estate lots on 175 acres.

Low-Density Residential (LDR): These areas include detached, single-family

residential properties with densities up to five dwelling units per acre, with minimum lot sizes of 7,000 square feet. In total, the Mercer Ranch Area Plan anticipates approximately 1,663 single-family dwelling units over 332.5 acres.

Medium-Density Residential (MDR): MDR areas include smaller lot sizes for detached and attached, single-family dwellings or low-density multi-family complexes with densities of five to 12 dwelling units per acre. In total, the Mercer Ranch Area Plan anticipates approximately 1,006 medium-density dwelling units over 83.8 acres.

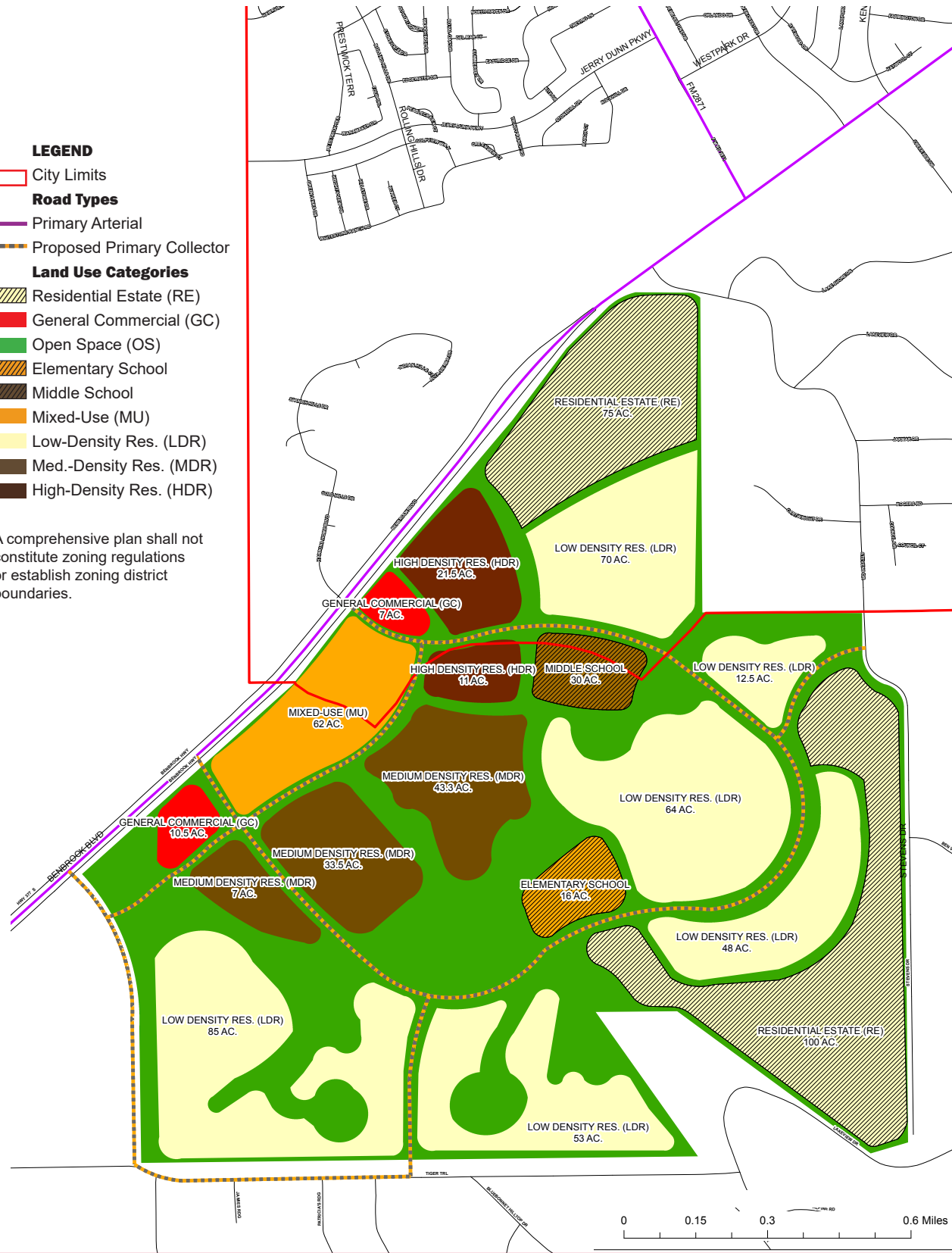
High-Density Residential (HDR): HDR areas include apartments, condominium buildings, senior housing, and assisted-living communities with densities between 12 and 25 dwelling units per acre. In total, the Mercer Ranch Area Plan anticipates approximately 813 dwelling units over 32.5 acres.

School Sites (SCH): SCH areas are reserved to provide for educational needs of children. Approximately 30 acres of land is designated for a potential middle school site

Mercer Ranch Area Plan

- LEGEND**
- City Limits**
- Road Types**
- Primary Arterial
 - Proposed Primary Collector
- Land Use Categories**
- Residential Estate (RE)
 - General Commercial (GC)
 - Open Space (OS)
 - Elementary School
 - Middle School
 - Mixed-Use (MU)
 - Low-Density Res. (LDR)
 - Med.-Density Res. (MDR)
 - High-Density Res. (HDR)

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.



and approximately 16 acres is designated for a potential elementary school site.

Open Space (OS): OS areas are used as greenbelts, buffers, and open space, and include existing gas pad sites. Consideration should be taken to include hike and bike paths that connect neighborhoods and parks, and to providing adequate landscaping to buffer residential uses from roadways and non-residential uses.

General Commercial (GC): GC areas include uses that serve nearby residents as well as people from other areas. Appropriate uses include retail, restaurants, personal services, and offices. In total, the Mercer Ranch Area Plan anticipates approximately 17.5 acres of commercial/retail land.

Mixed-Use (MU): MU areas should provide the ability to combine different uses

within the same building. For example, the lower floors may provide for public uses, such as retail sales and services, while the upper floors would provide for private uses, such as hotel rooms, residences or office space. MU areas also may provide an opportunity to create “live, work, play” communities, so that people can walk to their workplace, to stores, or to entertainment providers, thus reducing the reliance on cars. Planned Development Districts may be utilized to create site-specific regulations for development and land use standards. At least 25 percent of the allotted acreage should be reserved for residential, with a density of 25 dwelling units per acre. In total, the Mercer Ranch Area Plan anticipates approximately 388 dwelling units over 62 acres.

Goals and Action Items: Land Use

Goal 1: Provide for adequate land area to achieve a desired development mix.

Action Items

- 1.1: Monitor land use and update the Future Land Use Map as necessary to ensure the plan maintains the desired land development mix.
- 1.2: Regularly meet with the Fort Worth Independent School District (FWISD) to monitor changes in population and demographics that may affect local school enrollment and facility needs.
- 1.3: Promptly notify the FWISD of all development proposals that could affect school enrollment and facility needs.
- 1.4: Update the Future Land Use Map as necessary to include future school sites or other public facilities.

Goal 2: Protect existing neighborhoods.

Action Items

- 2.1: Provide prompt notice to neighborhood associations of zoning changes or other significant development plans that may affect their neighborhoods.
- 2.2: Periodically conduct audits of neighborhood associations to verify that sufficient cash reserves are held for ongoing maintenance of all perimeter fencing and other public amenities.
- 2.3: Code enforcement officers will regularly patrol the corridors and evaluate properties to determine non-compliance with adopted City codes, in order to maintain an attractive and safe community. Officers will work with property owners to achieve voluntary compliance. When necessary, officers should resolve violations through appropriate abatement procedures.
- 2.4: Encourage individual homeowners to participate in the principles of CPTED

(Crime Prevention Through Environmental Design) as outlined on the City’s website and newsletters, and to participate in neighborhood meetings, the Citizens on Patrol (COPs) program and National Night Out.

2.5: Establish buffers or other screening methods to minimize conflicts with non-residential uses.

2.6: Consider adoption of the Property Maintenance Code.

Goal 3: Promote quality new residential development.

Action Items

3.1: Establish new multi-family development standards that ensure new development is of the highest quality to endure the test of time.

3.2: Review and update the residential subdivision development standards.

Goal 4: Maintain, update, or establish land-use regulations and processes that are business-friendly and community-focused.

Action Items

4.1: Revise existing sign code regulations to better meet the needs of businesses while ensuring signs are visually compatible with surrounding development.

4.2: Encourage and support the rezoning of existing Planned Development zoning districts that do not have specific development standards or clear review procedures.

4.3: Establish development review procedures that foster good communication and timely responses.

Goal 5: Promote redevelopment and infilling of undeveloped areas in the city.

5.1: Identify and encourage redevelopment or revitalization of distressed or under-



Built in 1919, the Corn Ranch House is still standing, and is located south of the city on the east side of Benbrook Highway/U.S. 377.

developed areas through the adoption of Area Plans. City Council may call on the Planning and Zoning Commission (P&Z) or the Economic Development Corporation (EDC) to provide suggestions or recommendations.

5.2: Review adopted development standards and, where prudent, revise these standards to lessen redevelopment barriers.

5.3: Encourage cooperation and coordination between property owners during the property redevelopment process. City staff should help facilitate meetings whenever possible.

Goal 6: Establish an active and vibrant downtown Benbrook.

Action Items

6.1: Establish a downtown zoning district ordinance that promotes a wide variety of land uses and activities, including: commercial, residential, and community-oriented activities.

6.2: Explore the feasibility of building a new City Hall that incorporates the police department, city administration offices, senior center, and other public use facilities into a single municipal complex.

By following the Future Land Use Map, and implementing this Comprehensive Plan, we believe Benbrook can maintain its current healthy balance of land use — and be well-prepared for our community’s growth and future development.



Every development decision the City makes must include careful consideration of the impact on the transportation system.

For example, planners must determine if the current and future system will support the proposed land uses.

They must also assess the amount of time required to build a new system, and the likelihood that public or private capital funds will be available to maintain and improve it in the future.

Similarly, decisions about changes to the transportation system require careful consideration of their impact on Benbrook’s current and long-term land use.

The work is complicated by the fact that changes in land use and transportation often occur at different rates.

Land use changes often result from citizens making decisions about their private property; these changes tend to occur in a piecemeal manner. Transportation changes, meanwhile, impact large areas, if not the

entire city. This means the City must sometimes make transportation system decisions based on *projected* land-use activity.

It’s an inexact science. But it is critical work, because the city’s land use and transportation system are inseparable.

So just as the City needs to have a desired land use arrangement, we also need to have a preferred transportation system arrangement. This helps Benbrook maintain an acceptable balance between the land use and transportation system—one that meets the community’s mobility and circulation needs and maintains a high-quality urban environment.

Principle 4.1: The City should ensure that future development and related roadway improvements address capacity and connectivity needs in a proactive manner.

Principle 4.2: The City should deny development proposals that are in conflict with the Master Thoroughfare Plan.



In the coming years, the City will need to continue to coordinate its own transportation plans with those of Fort Worth, the State, and other partners. Above: an aerial photo of Benbrook today. Inset: Carruthers Field was a military airfield located in the approximate area of Benbrook Elementary School and extended west.



Principle 4.3: The thoroughfare system should be compatible with the land use plan so that travel efficiency and safety are maintained.

Regional Context

The City must always keep in mind that our transportation system is not self-contained. Our roads and plans are interrelated with the systems and planning of the Texas Department of Transportation, the City of Fort Worth, and the Regional Transportation Council of the North Central Texas Council of Governments (in their role as Metropolitan Planning Organization). Continued coordination between these entities is necessary to avoid potential problems and conflicts.

Also, while transportation in Benbrook is primarily done by car, other modes are offered throughout the Metroplex. This Comprehensive Plan is supportive of these systems, provided they are cost-effective.

Principle 4.4: The City should support cost-effective alternative transportation opportunities as they arise.

Street Functions

A key strategy for facilitating the mobility of citizens and goods is to provide streets with sufficient capacity to handle the projected traffic efficiently. Adequate sizing of streets promotes traffic safety as well as traffic flow. The City should not construct larger streets than necessary to handle the projected flow. Inappropriate street sizes may be a poor investment and may result in increased speeds and increased external traffic through sensitive areas. The general transportation network is intended to allow ease of travel from a local street to a freeway and every step in between.

Types of Streets

To accomplish the goal of providing a street system to efficiently move traffic, the City has adopted a functional classification system of different types of streets.

This plan has a six level classification system for use in street system analysis:

1. Freeways (or interstate systems) are devoted to moving high volumes of traffic with maximum efficiency. This roadway requires 400 feet or more of right-of-way. Access is restricted to widely spaced interchange points (typically one mile apart or more) and land adjacent to the freeway is usually accessed by a parallel frontage road separated from the freeway main lanes. To enhance traffic flow, roads at all freeway crossings are built at different elevations, or "grade-separated."

2. Primary Arterials are designed to provide movement of high volumes of traffic between major traffic centers (neighboring towns, commercial centers, and large neighborhoods, etc.). These roadways are usually spaced at approximately one-mile intervals, unless terrain or barriers create a need for a major deviation. The minimum primary arterial cross section contains four moving traffic lanes. Right-of-way requirements typically range from 100 to 120 feet. Primary arterials are normally divided, include left turn lanes, and limit the number and location of access driveways.

3. Secondary Arterials are designed to collect and distribute traffic from lower classification roadways to a principle arterial or freeway. Due to primary arterial spacing and capacity limitations, secondary arterials may also function as primary arterials in limited portions of the City. Secondary arterials typically provide a minimum of two moving lanes of traffic, and left turn movements can be accommodated through the use of continuous left-turn lanes. Right-of-way requirements typically range from 70 to 100 feet.

4. Primary Collectors serve to collect

and distribute traffic from local streets to the arterial roadway system and beyond. Primary collectors are used most often in commercial and industrial areas, and as may be necessary in residential areas. The minimum right-of-way requirement for a non-residential primary collector is 70 feet. The minimum right-of-way requirement for a residential primary collector is 60 feet. Two moving lanes of traffic, plus any on-street parking, are the minimum pavement requirements for primary collectors. Primary collectors are designed to carry two moving lanes at all times with no residential driveway access.

5. Secondary Collectors serve to collect and distribute traffic from local streets to primary collectors and the arterial roadway system. Secondary collectors are designed to discourage cut-through traffic by offsetting intersections, incorporation of curvilinear design, and other traffic calming methods. The minimum right-of-way requirement for a secondary collector is 60 feet. Two moving lanes of traffic, plus any on-street parking, are the minimum pavement requirements for a collector street in a residential area. Secondary collectors are designed to carry two moving lanes at all times while allowing for residential driveway access.

6. Local Streets provide access from an individual lot to the street system. The minimum right-of-way requirement for a local street is 50 feet. Two moving lanes of traffic, plus any on-street parking, are the minimum pavement requirements for a local street in a residential area.

The ideal spacing for arterials is one mile apart and the ideal spacing for collector streets is every half mile. However, the location of arterials must also recognize

Individual developers may propose a street system for their respective development, which must comply with the City's adopted policies and the general layout of the surrounding developments. Right: Benbrook Boulevard/U.S. 377 today. Inset: The road in the 1970s.



the existing topography and physical barriers and be supportive of the existing and planned land uses. Cross-access easements between nonresidential properties should be required to better limit the number of driveway access points to higher classification roadways.

The City generally does not plan the layout of local streets. Instead, we allow each individual developer to propose a local street system that meets the City's design standards and criteria.

Principle 4.5: A system of arterials, collectors, and local streets should be planned and established to provide safe and efficient flow of traffic through the City.

Street Capacity

Streets are intended to handle traffic with maximum efficiency and safety. The ability of a street to efficiently move a given volume of traffic can be classified into one of six service levels. The levels and definitions are as follows:

Level of Service A is free-flowing traffic, typified by low volumes and high speeds. There is little or no restriction in maneuverability because other vehicles and drivers can maintain their desired speed with little or no delay.

Level of Service B is stable flowing traffic, but with operating speeds beginning to be restricted by traffic conditions. Drivers have reasonable freedom to select their speed and lane of operation.

Level of Service C is still stable flow, but

the higher traffic volume inhibits speed and maneuverability. Most drivers will have to adjust their speed to the traffic flow, and will have some difficulty changing lanes and passing. This level is generally considered the best, because it provides safe, efficient mobility at a reasonable cost to taxpayers.

Level of Service D approaches unstable flow. Fluctuations in volume or temporary restrictions may cause substantial reductions in speeds. Drivers have little freedom to maneuver and their comfort and convenience is compromised.

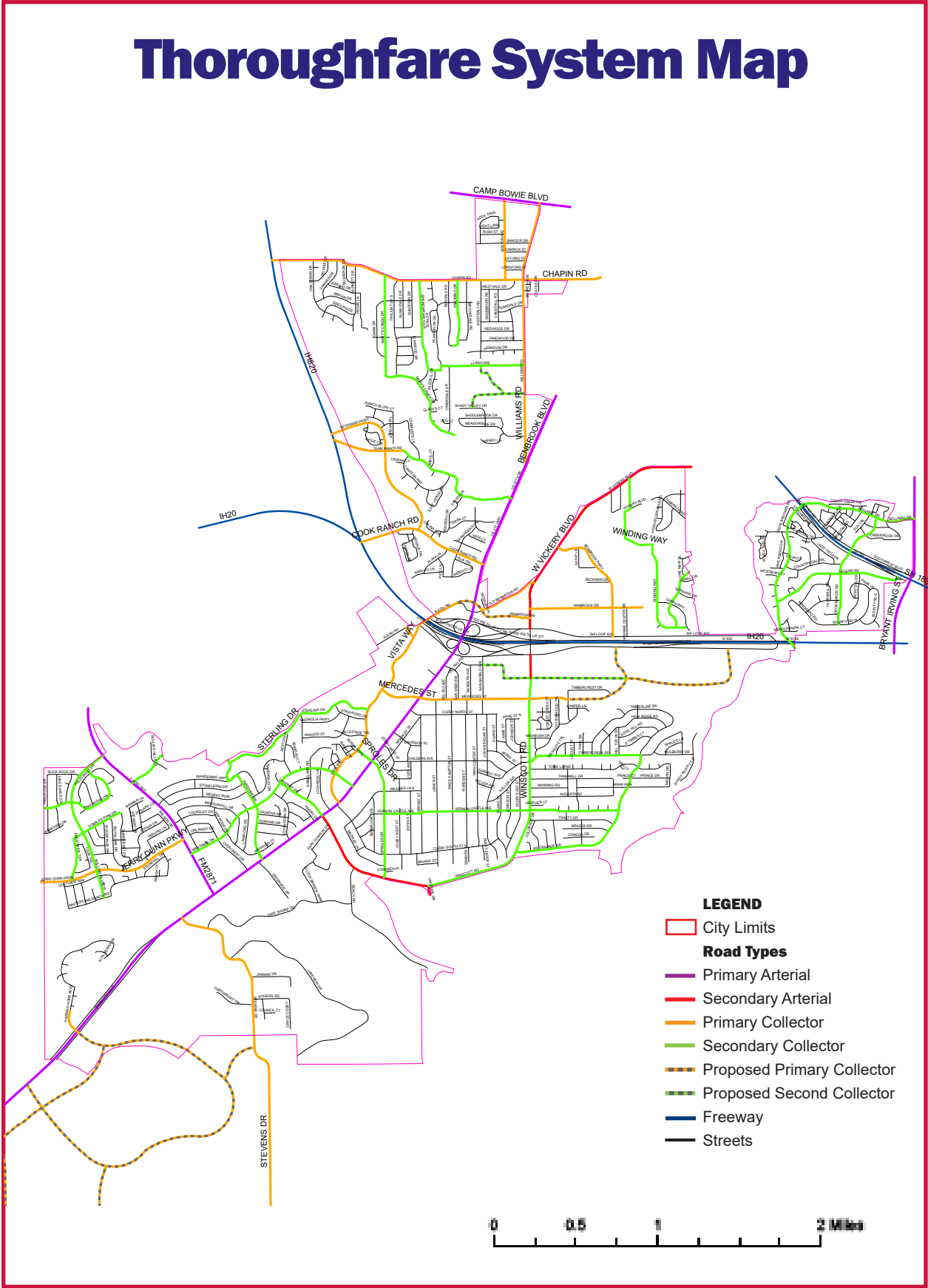
Level of Service E is unstable flow at capacity. Stoppages may occur for momentary durations (e.g., stop-and-go traffic).

Level of Service F is essentially gridlock, with traffic exceeding the capacity of the roadway. Such conditions are characterized by stop-and-go travel at low speeds and high accident potential.

Principle 4.6: All roadways should be designed and built to Level of Service C.

Design Standards

The effectiveness of the transportation element is only as strong as the degree to which it is implemented. The thorough-



fare system is built by both the City and by private developers, in accordance with City requirements. To promote development of an appropriate thoroughfare system, the following design standard principle has been adopted:

Principle 4.7: City streets should be designed, constructed, and maintained to promote safety, efficiency, and durability.

Complete Streets

Complete Streets are intended to accommodate all modes of transportation, but designing a Complete Street is not a one-size-fits-all approach. It requires an analysis of various site conditions to determine what sort of treatments and solutions are applicable for a given street. Factors that should be considered include the physical charac-

teristics of the street, urban vs. suburban context, surrounding land uses, collision history, and expected pedestrian and roadway demand. Treatments can vary from installing physical infrastructure, to altering signalization, or simply reinforcing safety efforts with signage. Funding is also a major determinant of what types of treatments are feasible for certain projects.

Principle 4.8: Future development proposals and related roadway improvements should adequately address the safety needs of pedestrians and cyclists.

Principle 4.9: All new streets and/or reconfigured streets classified as a secondary collector or higher will be reviewed and, if feasible, should be designed as a Complete Street.

Goals and Action Items: Transportation

Goal 1: Maintain an up-to-date Master Thoroughfare Plan.

Action Items

- 1.1: Implement the Master Thoroughfare Plan and update as necessary.
- 1.2: Require right-of-way dedication, of a width necessary to accommodate Complete Street principles, at the time of platting or re-platting of property.

Goal 2: Base roadway development on the Future Land Use Map.

Action Items

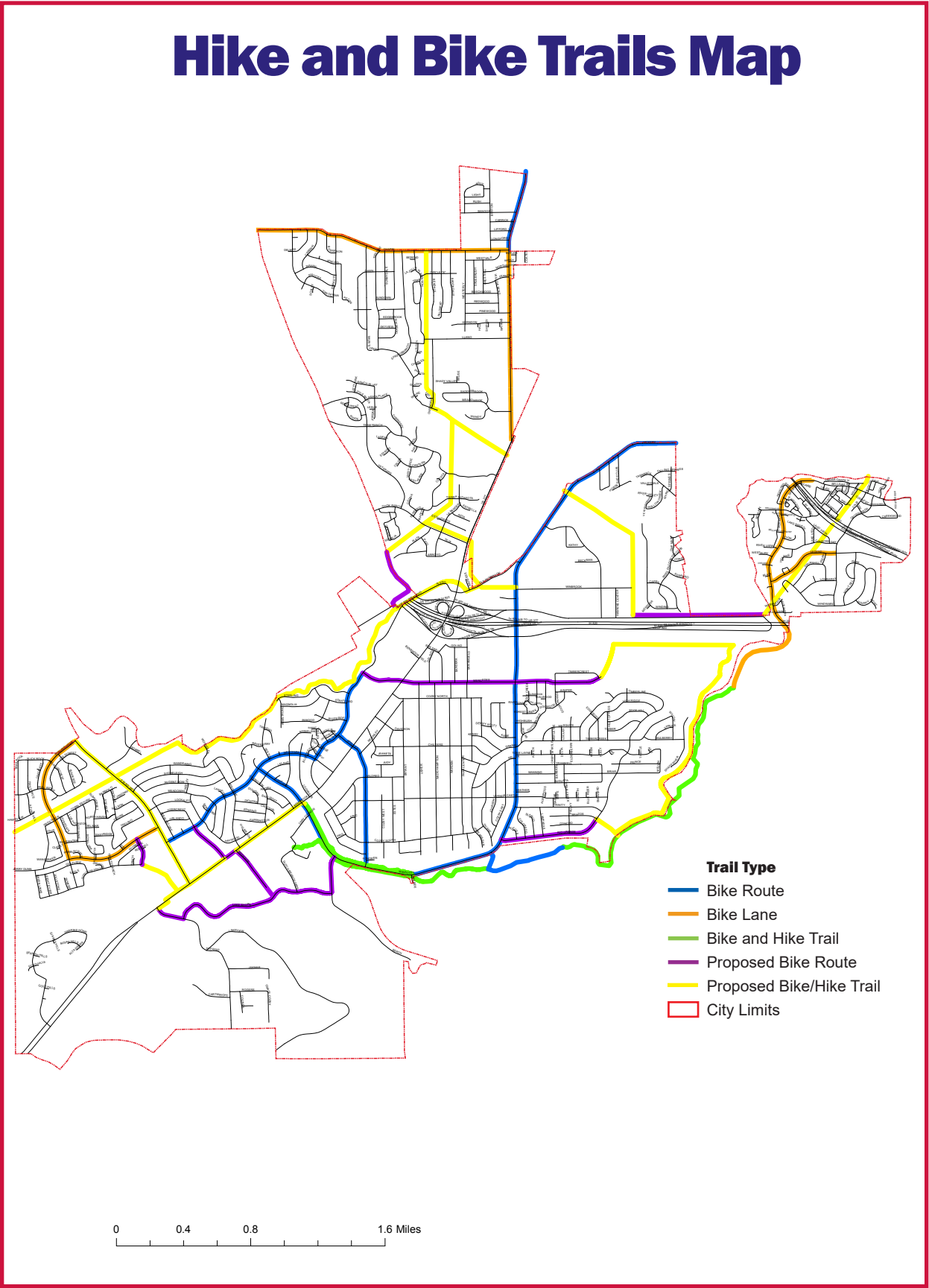
- 2.1: Conduct Level of Service evaluations on non-residential roadways with the assistance of the North Central Texas Council of Governments (NCTCOG), as opportunities arise.
- 2.2: Continue to coordinate with the Texas Department of Transportation (TXDOT) and NCTCOG for transportation improvement projects and funding.

- 2.3: Annually review, and as necessary, update the Capital Improvement Program (CIP) to include roadway projects to maintain and upgrade existing roadways.
- 2.4: Continue to leverage the annual Tarrant County street overlay program to the maximum extent practicable.
- 2.5: Establish and institute a Pavement Management Plan.

Goal 3: Enhance overall traffic and pedestrian safety.

Action Items

- 3.1: Implement Complete Street principles, as practicable.
- 3.2 Periodically gather traffic counts on key roadways.
- 3.3: Continue to gather accident data and monitor accident patterns to evaluate whether any traffic control or roadway



One of the City's goals is to install more facilities for cyclists and pedestrians, giving special attention to adding on-street bike lanes and safe crossings at busy intersections. Right: Cyclists along Winscott Road. Inset: Young horseback riders at Benbrook Stables in 1988.



- modifications may improve traffic safety.
- 3.4: Support the installation of way-finding signage at key areas throughout the City.
 - 3.5: Support the installation of streetlights at all intersections.
 - 3.6: Establish and implement a street-sweeping program.
 - 3.7: Establish and implement a sign inventory and maintenance program.
 - 3.8: A cul-de-sac or other method of emergency turn-around should be installed at existing dead-end streets in the City that do not already have one.
 - 3.9: Provide a safe pedestrian crossing on Benbrook Boulevard/U.S. 377 between the Westpark neighborhood and Dutch Branch Park.
 - 3.10: Provide a safe pedestrian crossing on R.M. Road 2871, between the Westpark neighborhood and Westpark Elementary.
 - 3.11: Review existing Commercial Truck Route regulations and update as necessary.

Goal 4: Install more facilities for pedestrians and cyclists and promote them to the community.

Action Items

- 4.1: Establish a policy that addresses the installation of sidewalks on existing streets having incomplete or no sidewalks.
- 4.2: Establish a citywide trail plan that connects to the North Central Texas Council of Government's Veloweb system.



- 4.3: Meet with FWISD to discuss a Safe Routes to School program and work to implement it as practical.
- 4.4: Support the implementation of Complete Street principles through construction of pedestrian and bicycle facilities to improve connectivity within and between existing residential subdivisions, retail areas, schools, workplaces, and recreational destinations. Special consideration should be given to establishing on-street bike lanes and to creating safe crossings at major roadways and intersections.
- 4.5: Increase promotion efforts of the city's pedestrian and bike trails, encouraging citizens to use their cars less and be more active.
- 4.6: Seek grants or cost-sharing methods to cover costs of capital expenditures on sidewalks and trails.
- 4.7: Highlight areas of interests or destinations through the use of "way-finding" signage along key bicycle and pedestrian trails.

Goal 5: Create a plan to bring all playgrounds into compliance with the Consumer Product Safety Commission (CPSC) and the Americans with Disabilities Act.



Stay ON THE Throttle

Our top-tier public safety services have no intention of coasting on their past success

Public safety may be the first pillar of any successful community. Citizens want to feel safe and secure in their homes, neighborhoods, and work places, and especially in their schools and public spaces. They also want emergency responders to arrive quickly in case of a fire, medical emergency, or natural disaster.

In Benbrook, public safety includes police protection, fire protection, emergency medical care, and disaster preparedness and response. This chapter will cover plans for each of these units.

Police

The Benbrook Police Department is recognized as one of the more effective depart-

The annual National Night Out event is a great opportunity for Benbrook's public safety teams to build community partnerships that help fight crime.

ments in Tarrant County. The department consists of 42 full-time and two part-time sworn officers, and 11 full-time civilians: four dispatchers, four records clerks, one supervisor, one property/evidence tech, and one administrative manager. The department also has one full-time and one part-time animal control officer.

In 2019, Patrol and Criminal Investigation Sections responded to 15,171 calls for police service—an average of 42 calls every day. In the process, they also logged more than 267,000 miles patrolling our streets.

The average response time in 2019 was

2.64 minutes per call; that figure is down slightly from 2018, when the response time was 2.87 minutes. This number compares very favorably to other cities; for example, Fort Worth’s average response time to top-priority incidents was more than nine minutes.

A valuable extension of the police is the all-volunteer Citizens on Patrol team. In 2019, they logged 1,515 hours of service and patrolled more than 10,000 miles. Perhaps most significant, they also filed 478 reports.

In order to be effective in preventing crime, the Police Department must have the trust and support of the community. And

the cornerstones of public trust are partnerships, transparency, accountability, and shared problem-solving. As such, the City believes the following principles are critical to the continued success of the Police Department’s mission:

Principle 5.1: The City should provide well-staffed, well-trained, and well-equipped police force and facilities to respond to emergency calls throughout the City within three minutes.

Principle 5.2: The Police Department should take all necessary steps to reduce the incidence and fear of crime by aggressively enforcing the laws of the City and State.

A key crime prevention tool: YOU

Principle 5.3 states that Benbrook Police should continue to practice "comprehensive crime prevention and crime reduction efforts." Here's what that means—and how it helps all of us.

- 1. Provide prompt, professional service.
- 2. Develop and maintain positive relationships with other law enforcement agencies, making it easier to exchange information with them and coordinate crime reduction efforts.
- 3. Build and nurture relationships with businesses, community leaders, and residents, making it easier to identify and address issues and community concerns.
- 4. Regularly prepare and present crime prevention educational programs to local volunteer groups, homeowner associations, hotel/motel establishments, businesses, and citizens.

- 5. Assist with crime prevention by implementing the principles of Crime Prevention Through Environmental Design (CPTED).
- 6. Administer a departmentwide field training program, striving to enhance the existing positive culture and shared values.
- 7. Embrace and promote the ideas of community-oriented policing and the Peelian principles ("policing by consent").
- 8. Assign directed patrols in response to collected crime data, as well as feedback from the community.
- 9. Be responsive to needs of the community.
- 10. Maintain a Crime Prevention and Community Resource office to identify, coordinate, and implement effective crime prevention strategies.

Fire and Emergency Medical

The Benbrook Fire Department responds to fire and emergency medical calls for the entire city. Under a contract with Tarrant County, the Department also provides service to specific areas outside of the city limits. In addition, Benbrook has mutual aid agreements with Fort Worth and other surrounding cities, allowing the participating cities to share equipment and personnel. These agreements help save time and costs, and can potentially help save lives.

The department has 31 full-time staff, one part-time employee and three volunteers. All of the full-time firefighters are also EMS-certified and staff the ambulances as well.

Benbrook’s Central Fire Station, renovated in 2013, currently provides adequate space for the staff and equipment. However, the facility’s equipment storage space is limited: The State Board of Insurance guidelines suggest the station could be nearing its maximum capacity. Depending on future growth of the city, some equipment may need to be moved, most likely to a new branch fire station for the southern part of the city.

To facilitate the fastest possible service for our citizens, Benbrook participates in the National 911 Program. The Department has adopted a goal of responding to a fire or medical emergency within the city in five minutes or less.

This goal complies with the guidelines of the National Fire Protection Association, which recommends a maximum response time of five minutes for residential areas and a maximum of three minutes to respond to commercial/industrial areas, due to increased hazard potential. The five-minute response time generally corresponds to a



The Citizens on Patrol are a volunteer group that supports the police in a variety of ways. In 2019, they logged 1,515 service hours and filed 478 reports.

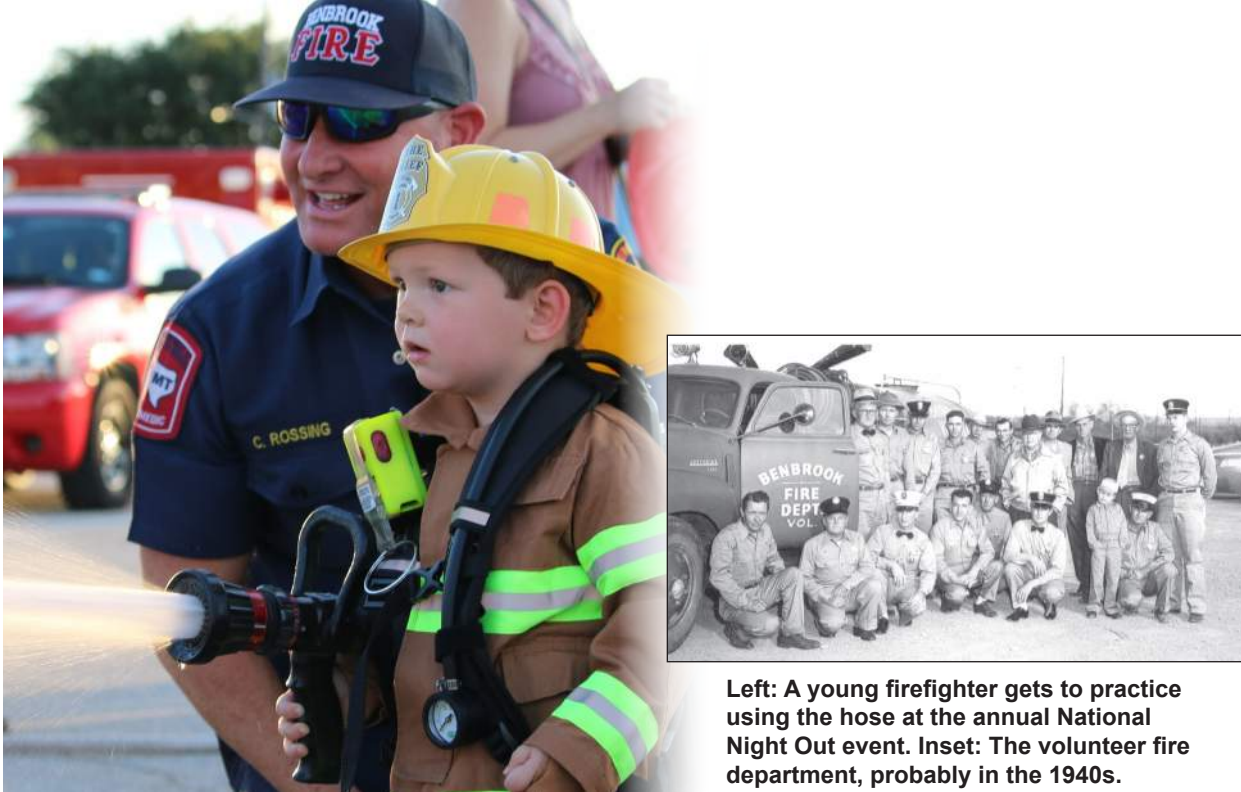
1.5-mile radius from a fire station , though there may be some variations.

The Insurance Service Organization (ISO) rates communities on their fire suppression response and readiness. Ratings are based on a scale of 1 to 10, with a 1 being the best; in 2018, Benbrook was upgraded from a rating of 3 to a 2. More than just a professional achievement for the Department, these ratings dictate homeowner insurance rates.

The Benbrook Fire Department has also been the recipient of several “Voice of the People” safety awards, presented by the National Research Center of the International City Management Association (ICMA).

As our community continues growing, it will be crucial to ensure that the existing station, and any future ones, can maintain the five-minute response time and excellent service our citizens have come to expect and appreciate.

Principle 5.4: The City should provide well-trained, well-staffed, and well-equipped fire department and facilities to respond to emergency calls throughout the City within five minutes.



Left: A young firefighter gets to practice using the hose at the annual National Night Out event. Inset: The volunteer fire department, probably in the 1940s.

Disaster and Response Preparedness

Disasters happen. Severe weather events, hazardous chemical spills, and widespread fires can devastate a community. When disaster strikes, communities can suffer severe damage, resulting in the loss of life and property.

No community can fully anticipate or prepare for natural or man-made disasters. Regardless of the type of emergency, the City works to be as prepared as possible. We seek to identify the most likely risks, take steps to minimize them where possible, and to review and modify procedures to effectively respond when needed.

Disaster response is the responsibility of numerous officials and agencies. Chapter 2.32 of the Benbrook Municipal Code and the adopted Emergency Management Plan govern the City of Benbrook's response to emergencies. The City also participates in Tarrant County's emergency management council, and cooperates in mutual aid response to emergencies in other cities.

The Emergency Management Coordinator, assigned from the Benbrook Fire Department, maintains and updates the Emergency Management Plan. This plan defines

the key players, their responsibilities, and specific protocols for response.

In the event of a declaration of an emergency, the response is coordinated by an executive group. This group consists of the Mayor, City Manager, Emergency Management Coordinator, and the City Attorney. Additional personnel are responsible for various aspects of emergency response. Emergency activities are directed from the Emergency Operating Center (EOC), located within the Central Fire Station, 528 Mercedes Street.

If the magnitude of a disaster exceeds the City's ability to respond effectively, the Governor and/or President could declare a state or national disaster or emergency. In addition, several state and federal laws and executive orders may affect responses to specific disasters.

Benbrook is fortunate to be served by an exceptional, award-winning public safety team. We know we cannot eliminate every risk, but by continually monitoring our readiness, engaging in training, and reviewing best practices, we hope that, should disaster strike, we are as ready as possible to serve and protect our citizens.



Evaluating and improving our community facilities will be a top priority in the coming years

While the first priority for many citizens is to have a city that is safe, there is also great interest in having a city with quality community facilities.

Community facilities are publicly owned properties and infrastructure, including the police and fire stations; community centers, parks, and recreation facilities; the bridges, storm water systems, and sidewalks, as well as all the streets. The City's administration buildings and maintenance and service centers are also considered community facilities.

There are some notable exclusions. Unlike most municipalities, Benbrook does not manage the city's water supply and wastewater infrastructure. These facilities are owned and managed by the Benbrook Water Authority (BWA). In 1949, the City granted franchise authority to the Worth Water Company to install and operate a

The Benbrook Senior Citizen Center provides a variety of engaging programs and social activities for seniors, including a monthly dance night.

water system in Benbrook. In 1955, the Texas Legislature established the BWA as a water conservation and reclamation district, and it assumed the assets of the Worth Water Company.

In addition, the Benbrook Public Library and the city's utility services (gas, electric, phone, cable, etc.) operate outside of the City's community facilities system.

But even with these exclusions, community facilities clearly are a big category. It's also an expensive one: In fact, community facilities make up the City's largest public investment. And maintaining these facilities is our largest long-term liability. This chapter lays out the City's long-term plans for providing and maintaining quality community facilities.

Principle 6.1: The City should provide sufficient infrastructure, facilities, and services to meet the needs of the citizens and protect their rights, while minimizing costs to the extent practical.

Principle 6.2: In every department, the City should maintain appropriate staffing levels to meet the needs of the citizens.

Infrastructure

As previously noted, the City is responsible for the long-term maintenance and viability of our physical infrastructure, including approximately 108 miles of roads. Annually, the City adopts a Capital Improvement Program (CIP) that specifies proposed major capital improvements projects, including funding sources, for the upcoming five-year period.

The CIP typically includes funding for larger drainage projects and the annual asphalt overlay program, used to upgrade approximately 8 miles of roadway each year. Streets are selected based on pavement condition, street age, traffic volume and street classification (arterial, collector, residential, etc.).

For some time the City has implemented a "pay as you go" or capital replacement fund approach. Alternatively, the City could incur long-term debt in the form of general obligation bonds. Finally, the City can issue short-term debt instruments in the form of certificates of obligation. These are the three major methods of obtaining funds for capital projects and the City has used all three methods to some degree.

City Administration

Benbrook City Hall occupies about 1.8 acres of land at 911 Winscott Road. The 10,480-square-foot building was constructed in 1976. Most administrative functions are handled here, including City Council and

board and commission meetings. In 2018, City Council authorized Quorum Architects to perform an assessment of City Hall, the Police Department, and the Senior Citizen Center. The consultants found that while the size of the existing administration building was adequate for future staffing needs, the building does not meet current energy code standards. They also concluded that efforts to modernize the building would be too costly.

Police Station

The Benbrook Police Station is at 1080 Mercedes Street, in the Municipal Complex. It houses police administration, jail facilities, and the municipal court. The building has offices, a reception area, radio dispatch areas, interrogation rooms, a crime laboratory, polygraph room, evidence storage, detectives' offices, squad rooms, lockers, records management, conference room, breakroom and an office for the Citizens on Patrol.

The jail includes a sally port (a secure, controlled entryway), a holding cell, 12 jail cells (suitable for double occupancy), and a detoxification cell. The municipal court area includes a courtroom with audience capacity of 36 and a judge's chambers. A separate radio transmission facility and building are located at 9700 Westpark Drive.

Fire Station

The City completed construction of a new 13,140 square-foot Central Fire Station at 528 Mercedes Street in 1980. In 2013, the building was renovated to create new quarters for personnel, and to convert the previous quarters into administration offices. The current configuration allows for a six-bay tandem apparatus room, office space, training room, day room, dispatch and reception areas, shop area, and fitness area. It also features a medical treatment room for walk-in patients, and public restrooms.



Maintenance and Service Facilities

The City's vehicle maintenance work is done at the service center on Winscott Road. This Public Works facility includes a metal maintenance garage and covered area for materials and equipment. The Parks Department has a separate maintenance building and storage areas at Dutch Branch Park.

Animal Shelter

The new animal shelter, located at 467 Winscott Road in front of the Public Works facility, opened in December 2018. The animal shelter is of ranch-style construction with a metal roof. There are 3,000 square-feet of interior space along with 1,300 square-feet of covered outdoor dog runs.

The shelter has 14 dog kennels, four dog cages, two dog isolation cages, and two dog quarantine cages. Also available are 12 cat cages, and six cat isolation cages. There is a workroom, office and lobby area, and a fenced-in, covered sally port area to load and unload animals and supplies.

Community Centers

The existing Community Center is a 2,458-square-foot concrete block building located at 228 San Angelo Avenue, at the corner of Mercedes Street. The building was originally constructed and owned by the Benbrook Lions Club, which donated their equity in the building to the City on the condition that the City assume the loan and the Lions Club could continue to use the facility.



City Hall and the police station both are becoming outdated. City Hall is still large enough to accommodate staff, but does not meet current energy code standards. Consultants say efforts to bring the building into compliance could be very costly.

The facility is used for community meetings and as a polling location.

In 1990, the City constructed a new Senior Citizen Center at 1010 Mercedes Street, between City Hall and the police building. The center is open during business hours Monday through Friday for programs and social opportunities, with dances held every other Friday evening. The 5,850-square-foot building was constructed with a Community Development Block Grant.

In 2000, the City completed construction of the 32,600-square-foot Benbrook Community Center/YMCA, 1899 Winscott Road. The facility, renovated in 2010, includes an indoor swimming pool, gymnasium, fitness area, aerobics room, jogging track, meeting rooms, and childcare facilities. The facility is managed through a contract with the YMCA of Metropolitan Fort Worth.

Cemeteries

The provision of a public cemetery is no longer considered a primary municipal duty. Even so, the City of Benbrook administers a five-acre cemetery, located on Mercedes Street just off Winscott Road. The cemetery was established in 1885 as The Miranda Cemetery and was maintained by a private cemetery association until 1966. The cemetery has 2,796 plots.

In addition to the Benbrook Cemetery on Mercedes Street, there are two other private cemeteries in Benbrook: Wilburn Cemetery is located at 3720 Streamwood Road in Ridglea Country Club Estates, and a one-acre, family-owned cemetery is on Chapin Road.

Library

Benbrook is one of the larger municipalities in Texas that does not have a city-owned public library. In 1997, the State Legislature allowed cities that did not have municipal libraries to create an independent library district, funded by a half-cent sales tax. In January 1999, voters approved a proposal to establish a district in Benbrook. The district is governed by a five-member board of trustees, who are elected by the citizens. The Benbrook Library District is currently investigating options for expansion to meet future needs of the community.

Schools and Educational Facilities

Benbrook students attend one of five elementary schools, three middle schools and three high schools. The elementary schools include: Westpark Elementary, Benbrook Elementary, Ridglea Hills Elementary, Luella Merret Elementary, and Waverly Park Elementary. The middle schools include: Benbrook Middle High, Leonard Middle and William Monnig Middle. The high schools include: Benbrook Middle High and Western Hills.

The City works with the FWISD by providing population estimates and plans for future developments, as presented to the City by developers. Since many of the Benbrook schools do not have adequate sports facilities, the district works with the City to provide these. Currently, all of the Benbrook schools are at capacity and additional buildings are needed.

Principle 6.3: Quality educational opportunities should be available to all citizens.

Park and Recreation Facilities

The City owns and maintains a number of publically accessible active and passive recreational uses. The amount of land in the City devoted to recreational uses has increased steadily over time. The Public Services Department maintains the following parks:

The City leases **Dutch Branch Park** land from the U.S. Army Corps of Engineers on the shoreline of Benbrook Lake. On this land, the City provides eight active baseball/softball diamonds, a football/soccer field, four tennis courts, a multi-purpose court, sand volleyball court, jogging track, restrooms, pavilions, a duck pond, and a large playground area known as “Robot Park” and “Castle Park.” The City also subleases four areas within Dutch Branch Park to private concessionaires. The concessionaires provide activities such as a golf driving range, Par 3 golf course, miniature golf, batting cages, horseback riding, and marina and boat repairs. There is also a fishing area called Baja Beach.

South Benbrook Park is located on the corner of Mildred Lane and Cozby West Street. This park is a partnership between the City and Benbrook United Methodist Church. The City leases the land from the church and, in turn, is allowed to construct and maintain the park equipment, walking track, picnic tables, and park benches.

Timber Creek Park is located at the corner of Park Drive and Mesquite Trail. The park includes a community garden, playground equipment, tennis courts, and a large amount of open space.

Mont Del Park is located at the corner of Mont Del Drive and Park Lane. The small park includes open spaces, benches, and a duck pond.



Twilight Park is located at the corner of Twilight Drive S. and Twilight Drive W. The park includes swings, climbing equipment, and benches.

Rolling Hills Park is located at the corner of Rolling Hills Drive and Trail Ridge Drive. The park includes climbing and exercise equipment, restrooms, pavilion, a sand volleyball court, and a nature trail.

Team Ranch Park is an undeveloped parcel near the corner of Benbrook Boulevard/U.S. 377, I-20/Loop 820, and the railroad tracks. The City has designated this area as natural open space.

Principle 6.4: A variety of recreational spaces and opportunities should be provided throughout the city to allow a choice of leisure time activities.

Principle 6.5: To the extent possible, recreational spaces and opportunities should be conveniently located for citizens.

Principle 6.6: The Master Park Plan should be reviewed periodically to reassess priorities.

Principle 6.7: The City should continually work to identify and upgrade community facilities to meet ADA standards.

Principle 6.8: Recreational service plans should be based on proposed land uses, zoning, and demographic trends.



While Dutch Branch Park is probably Benbrook’s best-known and most popular park, there are several other quality parks around the city, including Twilight Park (left). Above: The old post office.

Principle 6.9: The City should explore opportunities to partner with neighboring municipalities to ensure that our bicycle and pedestrian trail systems connect with one another.

Historical Marker

The James M. Benbrook gravesite in Benbrook Cemetery and the Wilburn Cemetery are the city’s only state historical markers.

However, there are other historic sites, several of which are mentioned in the Tarrant County Historic Resources Survey. These include a World War I airfield in what is now Benbrook Lakeside subdivision. It was razed in the 1920s, but foundations of several buildings remain.

Vernon Castle was a World War I hero and, along with his wife Irene, part of a famous dance couple. He died in Benbrook when his military plane stalled and crashed. A memorial honoring him was erected in 1966 near the corner of Vernon Castle Avenue and Cozby North Street.

Built in the 1930s, most of the Sproles House and its outbuildings remain, located near the intersection of Sproles Drive and Benbrook Boulevard/U.S. 377. These buildings were once part of a large cattle ranch, much of which was submerged when Lake Benbrook was created.

Goals & Action Items: Public Facilities

Goal 1: Maintain appropriate staffing levels in all departments.

Action Items

- 1.1: Evaluate all departments to determine how to best meet the future needs of the community.
- 1.2: Develop a succession plan to address institutional knowledge loss of retiring legacy employees.

Goal 2: Construct a new municipal complex.

Action Items

- 2.1: Select a suitable location for a new municipal complex that is accessible to all and encourages better community involvement.
- 2.2: The City should evaluate the feasibility of including the Police Station, Senior Citizen’s Center, and Benbrook Public Library into the future municipal complex.

Goal 3: Establish a new Master Park Plan.

Action Items

- 3.1: Regularly conduct an audit of existing active recreational facilities and programs and patterns of use.
- 3.2: Seek the input of current and potential users of the park system in the planning of facilities and programming.
- 3.3: Determine if additional trails, parks, playing fields, and programs are needed to meet growing community needs, giving special attention to the smaller parks.
- 3.4: Prepare a facilities and program plan to meet the needs of the city’s growing senior population, helping them age in place.
- 3.5: Identify the specific recreational needs of teenagers and young adults and investigate ways to meet those needs.



The old fire department, exact year unknown.

- 3.6: Explore ways to better market Benbrook’s trail facilities as a regional destination for bicyclists.
- 3.7: Seek ways to improve lake access to Benbrook Lake.

Goal 4: Continue to develop greenways for public recreation, and link trails to retail destinations in the city and to other trail systems in the region.

Action Items

- 4.1: Contact the railroad company to determine if the grade-separated crossing at Vista Way Extension and the I-20/Loop 820 service road will be modified to accommodate two-way vehicular traffic when the double track project takes place.
- 4.2: Work with property owners to secure easements or rights-of-way, or purchase property needed to develop the City’s trail system and achieve continuous trails.
- 4.3 Prepare an Open Space Plan that identifies properties that are located in the floodway, floodplain, or on steep slopes that should be preserved through the establishment of no-build easements or public land dedication.



As often as possible, the City of Benbrook wants to have public utilities provided by the private sector. But the City has two important qualifiers. First, the private company must be able to provide the service more efficiently than the City can. Second, the provider must also be able to meet our strict standards of service. Simply put, we think our citizens deserve both low costs *and* high quality. In Benbrook, we are fortunate to have all our utilities efficiently provided by other agencies or companies; this includes electricity, telephone, natural gas, cable and internet. In most cases, private companies provide these services under franchise agreements with the City. These agreements allow the utility to use Benbrook’s public rights-of-way and easements, and are necessary because of the noncompetitive nature

of these businesses. Because the utilities are privately owned, the City has little direct control over any plans they have to improve or expand their service to Benbrook residents. Even so, we believe it is important for the City and the independent utilities to coordinate their planning efforts as much as possible, and work together to provide the best possible service in the most efficient manner.

Principle 7.1: To avoid visual clutter, utility lines should be installed underground wherever possible.

Water and Wastewater

The Benbrook Water Authority (BWA) is an independent Conservation and Reclamation District established by the State Legislature in 1955, providing water sup-

ply, treatment, and distribution, as well as wastewater collection services to the residents of Benbrook. The water operation is financed entirely from water revenues and water impact fees. The wastewater operation is financed entirely by user charges and wastewater impact fees. BWA does not have the authority to levy ad valorem taxes, but may issue bonds.

Solid Waste

Benbrook contracts with Republic Services (formally Allied) for residential garbage and recycling services. Republic Services currently provides curbside collection service to single-family residential customers and some multi-family sites. Customers are provided with once-a-week refuse and bulk material collection and once per week recyclable material collection. Republic Services also provides collection service to non-residential accounts in Benbrook. Under this service, a refuse container is provided and emptied by Republic Services on a regular basis. The cost for the service is dependent on the size of the container and the frequency of collection.

Electricity

Benbrook’s first ordinance as a City was to approve a franchise agreement to the Texas Electric Service Company, which was the predecessor of Oncor Electric Delivery Company (Oncor). Oncor currently provides electrical services (the powerlines and grid system) to all customers in Benbrook.

Natural Gas

Atmos Energy Corporation (Atmos), was awarded a franchise agreement to provide natural gas service to Benbrook residents in 2018 (Ordinance No. 1436). The franchise expires in the year 2028. Atmos serves a portion of the City, with the remaining areas served by LP-Gas.

Communications

Telecommunications are an increasingly important part of everyday life. Most homes are now connected to the internet by cable, high-speed fiber, or wireless service providers. Telecommunication systems that use wire cables or high-speed fiber use City rights-of-way and utility easements for the location of their facilities. Currently, Benbrook residents are served by Charter Communications, Inc. (Charter) and AT&T Inc. (AT&T). The City of Benbrook currently uses Charter Spectrum Channel 190 to broadcast public information announcements and public meetings.

Drainage

This section addresses our extensive efforts to minimize the damage that can be caused by flooding in the coming years. The City has identified areas of the city at greatest risk, established standards developers must follow for protecting new development from causing or suffering from flooding, and identified drainage projects that could better protect existing buildings from floods. Drainage projects are included in the Capital Improvements Program (CIP).

Principle 7.2: The City should restrict and regulate development within floodways and floodplains to minimize future flooding.

Principle 7.3: To the degree practical, the City should relocate or protect existing development within flood-prone areas.

Principle 7.4: The City should periodically evaluate existing development along stream channels for potential structural damage from streambank erosion, and as necessary, explore mitigation actions.



Left: Whitestone Ranch Phase II, October 2018.
Below: Flooding in the Westvale subdivision in 2015.



Principle 7.5: The City should regularly evaluate the community’s likely future drainage needs and formulate a plan and process to construct needed new infrastructure.

Principle 7.6: The City should regularly educate residents about the risks of flooding and the importance of buying flood insurance.

Principle 7.7: The City should regularly educate residents about the negative impacts of dumping yard waste and debris into the storm sewer system.

A watershed, or drainage basin, is the land area where precipitation falls and then begins to travel down sloped overland or through the City’s storm drain system to a creek, river, or other body of water.

Once rainfall reaches the ground, a portion infiltrates into the soil and vegetation while the remainder runs off into natural and man-made drainage-ways.

The amount of water that runs off is a function of the duration and intensity of

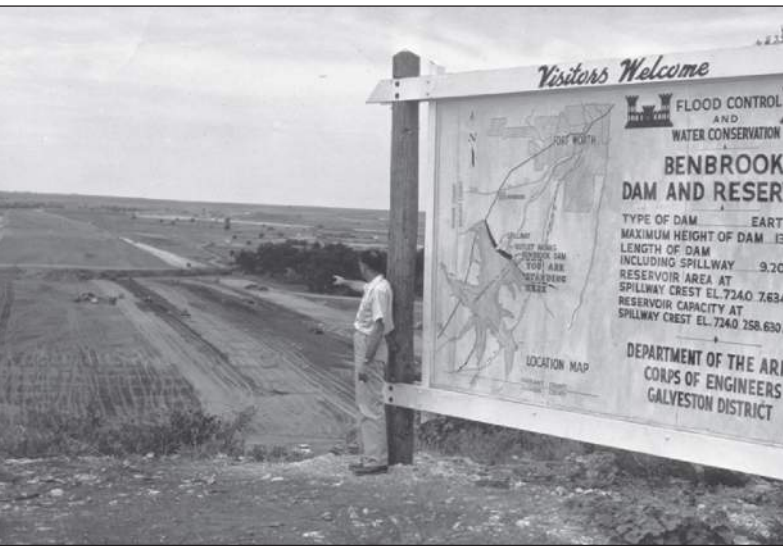
rainfall, the size of the contributing drainage area, the amount and type of pervious and impervious surface, and the length of time since the last rainfall. Because most rain falls within a relatively short period of time, annual or monthly precipitation is not indicative of the type or magnitude of flooding that may occur.

- Benbrook has seven major watersheds. They drain as follows:
- Watershed A: Mary’s Creek
 - Watershed B: Walnut Creek
 - Watershed C: Clear Fork Trinity River
 - Watershed D: Dutch Branch
 - Watershed E: Benbrook Lake
 - Watershed F: Benbrook Lake
 - Watershed G: Benbrook Lake

Floodplains

Natural floodplains develop over many centuries and are the result of the types and frequencies of floods that have occurred. Streams typically will scour a channel to a capacity of a two-year storm; the adjacent larger floodplain will carry a 10-year to 100-year flood on a more infrequent basis.

When urban development occurs in a



Preparing for the dam in 1947.

floodplain, it creates two problems, both of which can be critical.

First, if the flooding occurs infrequently, people may not fully appreciate the magnitude of the risk. Current homeowners may forget about a flood that occurred “a long time ago.” New homeowners, meanwhile, may not even know of the grave risk.

Second, development usually includes streets, parking lots and rooftops, surfaces that are impervious to water. These can greatly change the nature of the flooding, resulting in water that is both deeper and faster. So flooding that may have been manageable 20 years ago could now be catastrophic. The City will continue to educate developers and homeowners about the need to fully understand flood risks.

The National Flood Insurance Program (NFIP)

The City of Benbrook participates in the National Flood Insurance Program (NFIP) of the Federal Emergency Management Agency (FEMA). As a participating community, Benbrook has adopted Floodplain Management practices through several ordinances that severely limit the development allowed in 100-year floodplains (the area inundated

by a storm that has a 1 percent chance of happening in any year).

For property with any portion located within the 100-year floodplain, regardless of structure location, a flood insurance policy may be required.

The City of Benbrook standards require all new structures to be constructed at least two feet above the existing water surface elevation of the 100-year floodplain. When developing in the floodplain, the developer must submit a study to the City showing the 100-year floodplain and water surface elevation, as based on current land use and future land use assumptions.

Benbrook also participates in the NFIP's Community Rating System (CRS). This is a voluntary program that encourages and recognizes floodplain management activities that exceed the NFIP's minimum requirements. A good CRS rating can result in discounted flood insurance rates for property owners

- GOALS & ACTION ITEMS:**
- Utilities & Drainage**
- Goal 1: Reduce flooding risk to existing and future structures.**
- Action Items*
- 1.1: Continue to support FEMA by adopting updates of local floodplain mapping studies.
 - 1.2: Adopt an erosion control ordinance to protect sensitive lands and property.
 - 1.3: Actively work to improve Benbrook's Community Rating System (CRS) score.
- Goal 2: Improve community awareness of flooding risks.**
- Action Items*
- 2.1: Publish information about reducing flood risks on the City webpage, newsletter, and other platforms.



It is a bit of a contradiction how stores, businesses, and restaurants come into being. Some developments happen quickly; other times it seems commercial growth is stalled. Sometimes developers eagerly invest in a community; other times, cities must work to entice them. But why? Shouldn't economic development be ... simple?

It is simple, but not necessarily easy: Developing and maintaining a city's economy is a remarkably complex task, work that requires patience and persistence, vision, and an awareness of history—and the understanding that the work is never really done.

That's why the Benbrook Economic Development Corporation (BEDC) is so important. Comprising seven board members appointed by City Council and two full-time support staff, the BEDC continually works to attract and preserve quality commercial investment in Benbrook, toward the larger goal of enhancing our quality of life.

Citizens voted in 1995 to fund the BEDC

The Business Expo (now known as the Benbrook Business & Community Showcase) is an annual event welcoming dozens of local businesses and organizations, and hundreds of guests.

through a one-half cent sales tax. From that modest foundation, the BEDC funds a variety of important initiatives. These projects promote and expand local business enterprise, increase investment in the community, and create or retain jobs.

The BEDC's work can take many forms, everything from meeting with business owners considering relocation, to resolving impediments to development, to helping an existing business upgrade its storefront; BEDC is continually developing strategies to support the City's goals.

The BEDC board also acts as ambassadors for Benbrook in top regional markets. They stay informed of advanced industry practices, craft effective strategies to serve as a template for future activities, and encourage good stewardship of public funds.

In support of those goals, the board updated the BEDC strategic plan in 2019. Following are some of their key projects and programs:

- Assist existing businesses by providing a **Storefront Improvement Program Grant** to help fund storefront façade improvements.
- Review and analyze select properties to consider for purchase in order to expedite development.
- Assist in the recruitment of full-service restaurants offering alcohol sales, and identify potential sites for them.
- Refine and execute the **Business Retention Program** (BRE), which provides a variety of services, including free advertising, technical assistance and coordinating the annual Business & Community Showcase.
- Recognize longstanding businesses in Benbrook through the **Hometown Pride** program.

A primary goal for the BEDC has been to attract another grocery store to Benbrook. In 2016, the BEDC funded a study analyzing our community as well as the market needs of prospective grocers. While these efforts have yet to result in recruiting a grocer, the BEDC maintains relationships with many key decision-makers, and stands ready to work with any grocer who may consider adding a Benbrook location.

The Future of Benbrook

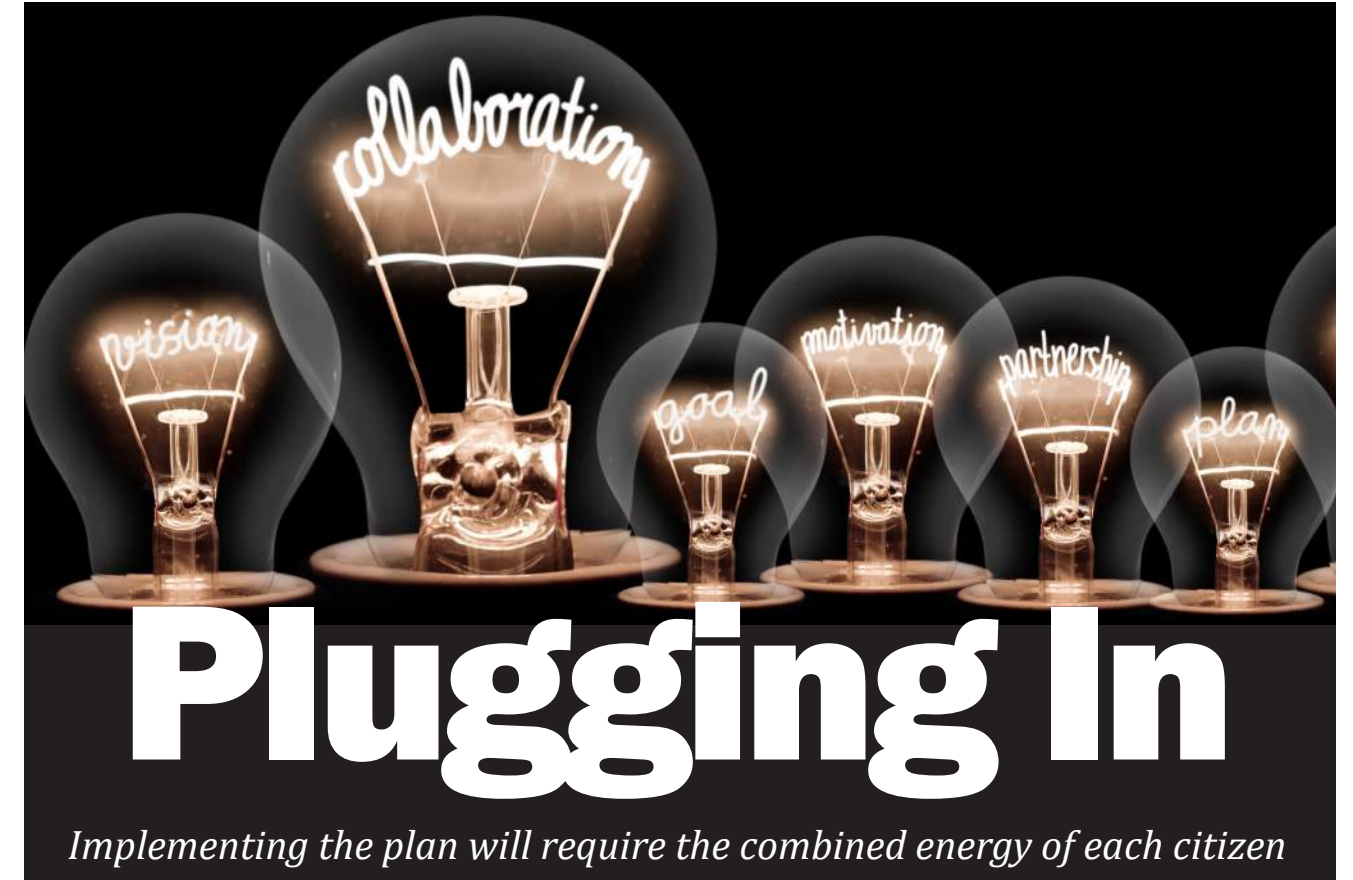
- Continued preparation of NW Winscott Addition, to include participation in potential new signalization/Vista Way extension and partnership to develop BEDC's 12-acres.
- Continued partnership with business owners to consider new development to include public spaces.
- Partnership with Benbrook Plaza owners to assist in funding improvements and recruiting desirable tenants.



The Hometown Pride program recognizes businesses and organizations that have operated in Benbrook for at least 20 years. Inset: Joe Bowles, owner of Joe's Minnow, probably in the 1940s.

- Complete purchase of property on Westpark Corner to assemble with other EDC-owned tracts and partner to develop restaurant or other desirable uses on the site.
- Implement strategies to address community priorities, as identified in the updated Comprehensive Plan and as directed by City Council.
- Where possible, develop and nurture relationships with owners of large, significant commercial lands to benefit future development or redevelopment of properties to help achieve the long-term goals of the City of Benbrook.

In sum, the BEDC recognizes that a community's quality of life, brand, and "sense of place" are tied to its commerce, services, and amenities. So they continually work in partnership with the community to Build a Better Benbrook. It's simple—but not easy.



This plan will only be as useful as its implementation process. The City will need to regularly and frequently monitor implementation, evaluating the effectiveness of the plan and modifying it as needed.

Private citizens have a role to play as well. The active involvement of residents and businesses will be critical to the success of every aspect of the plan—fire and crime prevention, flood risk reduction, strategic land use, and more. Following are some of the tools we will use to help ensure that the updated plan is implemented successfully.

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, adopt-

ed 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. However, individual elements of the Plan will continually be reviewed and updated as necessary. In addition, the Capital Improvements Program is updated annually.

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 than every five years (Charter, Section 8.02(a)).

Zoning Ordinance

This is the City's most important tool for implementing the Comprehensive Plan's land-use policies. The ordinance regulates the height, 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 has made several minor amendments to provide an effective and equitable Zoning Ordinance. The last major amendments were adopted in April 2019.

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

Subdivision Ordinance

While the Zoning Ordinance regulates the use of land and building heights 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. The Subdivision Rules are coordinated with the Comprehensive Plan so that

new development is in conformance with the Plan. The Ordinance requires that subdivisions conform to the Comprehensive Plan.

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 reducing flood hazards, a stated goal of the Comprehensive Plan. Floodways and flood-prone lands are indicated on the Land Use Plan element.

Floodplain Management regulations are amended over time to provide greater flood protection. These amendments were coordinated with the Drainage element of the Comprehensive Plan and with the Community Rating System (CRS) of the Federal Emergency Management Agency (FEMA).

As noted in Chapter 7, FEMA's Community Rating System evaluates a city's efforts to reduce the risk of flooding, which in turn can help property owners lower their insurance premiums. The City of Benbrook applied for its initial rating in December 1990. As of 2019, the City has achieved a Community Rating System

score of 7 (on a 10-point scale). This qualifies Benbrook residents for a 15 percent discount on their flood insurance premiums.

Municipal Code

In addition to the three major land-use controls cited above, the Benbrook Municipal Code has provisions that promote the implementation of the 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.

Municipal Administration

City administration will need to strike a balance in how they approach the Plan. On the one hand, the Plan goals must always be on the forefront, an integral component of every significant decision they make. At the same time, administrators must be allowed the flexibility to make decisions tailored to meet an immediate need, based on changing or unexpected circumstances, always keeping the intent of the Plan in mind.

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

Comprehensive Plan

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. These two items define the City's expenditures on various programs, and projects capital expenditures for a one-year to five-year period.

The annual budget process begins in April when the City's Finance Director begins compiling initial income projections and budget projections for the current and coming year. The Finance 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 reviews budget requests and makes necessary adjustments to match expected revenue and reserve targets, based on the stated Goals and Policies of the City. The City Manager continues to review, cut, or restore programs through the month of June. City Council begins holding budget work sessions from June through August. Public hearings are held to obtain



The City's policy is that any zoning change that does not conform with the plan will either not be approved or require that the plan first be appropriately revised.



City administration will need to strike a balance, keeping the Plan's goals on the forefront while at the same time being flexible enough to meet an immediate need.



The success of the plan will depend heavily on the support of the business community, the Chamber of Commerce, governmental agencies, and the public.

public comment in August, prior to adoption of the Budget and tax rate in September.

Capital Improvements Program

The **Capital Improvements Program** budget process begins in October when City staff makes a projection of capital funds available, proposed expenditures, and unfunded capital needs for the coming five years.

The Community Development Division reviews the condition of all streets, drainage, and community facilities, and the need for new facilities. Other City departments also make recommendations. A proposed Capital Improvements element is reviewed and submitted to City Council in December. Public hearings are held prior to adoption.

Contributions from Others

While the City's elected officials, appointed boards, and staff are the primary agents for implementing the Plan, a number of other parties are also important to the Plan's success. Among these are the development community, the business community, the Chamber of Commerce, other governmental agencies and utilities, and neighborhood associations. But most important, public support is crucial to success.

Monitoring

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.

Final Thoughts

As noted at the outset, our goal is to protect and enhance the quality of life our citizens expect and deserve.

Our future holds known and unknown challenges. We know our residents, along with business owners and visitors, are all relying on City leaders and staff to manage growth carefully and provide thoughtful public policy. They want us to ensure that Benbrook remains a safe, friendly, and forward-thinking community.

We know implementing this Comprehensive Plan will require commitment. But each of us has the opportunity to ensure our shared vision is realized.

So we hope this plan is more than a roadmap for our future. We hope it touches on all that makes Benbrook unique: Our come-together spirit, our community values, and our special status as a *Small Town, Big Backyard*. We hope this plan exemplifies all those qualities, and more.

Thank you to everyone who participated in this process. Thank you for making this city your home, and thank you for Building a Better Benbrook.

APPENDIX 1

Previous Plans

The vision for this plan was guided and inspired by work done by our predecessors

Planning has been an important part of the City's work for many years.

The City's first Comprehensive Plan and Capital Improvements Program were prepared in 1969 by an independent firm, Parker-Croston Associates.

They recommended that the vast majority of land be used for single-family residential developments, with commercial, industrial, and multi-family limited to only a few thoroughfares. Notably, their plan projected that Benbrook's population would reach 24,700 by 1980; the current population is about 22,000. Parker-Croston also calculated that by 1990, Benbrook's population would exceed 52,000.

In addition to the Comprehensive Plan, the firm drafted the city's first Capital Improvements Program in 1969, proposing a package totaling nearly \$4 million. These funds would have been used to rebuild most of the residential streets then in existence and provide drainage facilities to control most of the flooding in the City. The package was voted down in a bond election.

In 1977, the City updated the plan, preparing three reports. These covered land use, housing, and park/recreation/open spaces. The Park Plan proposed a series of nine new neighborhood parks, along with protection of floodplains and existing parks, and construction of a recreation facility/library. The Housing report stressed conserving and rehabilitating older homes.

This plan's population calculations were more accurate: The 1980 population was projected to be 14,364 (actual was 13,579) and the 1990 population to be about 27,000.



Benbrook Mayor Bob Clark and City Secretary Pat Rutherford pose with a model of the new city hall in 1976.

Another bond election was held in 1978; this time, the proposal to build a new recreation facility failed, but proposals for a new fire station and street improvements were approved.

In 1979, voters approved a revised bond issue for drainage improvements.

The City continued to revise the Comprehensive Plan throughout the 1990s and 2000s by adopting numerous plan amendments and updates. Many of these updates remain valid today and form the basis of this document.

2020 Five-year Capital Improvement Program

In addition to an Annual Operating Budget, the City of Benbrook prepares a Capital Improvement Program (CIP) each year. The CIP is a listing of planned capital projects for the upcoming five-year period together with the expected costs and anticipated methods of financing. The CIP includes projects relating to Community Facilities, Streets, Drainage Facilities as well as the acquisition of larger or specialized equipment.

To be included in the CIP, expenditures must meet all of the following general criteria:

1. Qualify as a capital project.
2. Have a useful life of not less than five years.
3. Exceed \$25,000.

Many CIP projects have ongoing costs for staffing and maintenance well beyond its initial purchase and/or construction. Therefore, it is important to note that once a project is approved, the entire project, not just the first year's portion, may be bid out and awarded. For projects that span multiple years, this may create a future obligation to complete the project. For this and other reasons, the CIP must be viewed from a multi-year perspective.

Funding for CIP comes from several sources, including:

1. Transfers from the Operating Budget
2. Transfers from reserves
3. Economic Development Corporation
4. Tax Increment Financing District
5. Stormwater Utility Fund
6. Grants or other outside contributions

Project Summaries

Based on an analysis of needs and available funding, Table 1.1, as well as Sections 1.1.1 Community Facilities and Equipment, 1.1.2 Streets, and 1.1.3 Drainage Facilities provides a summary and description of the City of Benbrook's five-year CIP.

1.1.1 Community Facilities and Equipment

Westpark Fence – Install approximately 3,000 linear feet of cedar fencing directly abutting the east side of the existing portion of the Westpark perim-

eter masonry wall located on Benbrook Boulevard between Amory Drive and Overcrest Drive. The fence will be constructed of galvanized metal posts; rough-cut cedar pickets, side trim and top cap; and pressured treated or rough-cut cedar rails, all stained a medium brown. The main sections of the fence will be 8-foot tall increasing to 9-feet tall at the corners. The purpose of the fence is to screen the privately owned and dilapidated Westpark wall. Any damaged Green Ribbon landscaping will be replaced following the installation of the fence.

Dugout Replacement - The baseball and softball teams using the fields at Dutch Branch Park have a difficult time fitting the team members and equipment in the dugouts. The project includes increasing the dugout sizes to seven (7) feet by twenty (20) feet, pouring a concrete slab and increasing the fencing to accommodate the new dugouts. The Benbrook Youth Baseball and Softball Association is providing new player benches for each of the fourteen (14) dugouts at an approximate cost of \$15,000. The dugout roof panels will be upgraded to 26 gauge metal panels and each field will have a different colored roof panel.

Pumper Fire Truck - The Fire Department's 1997 Pumper Fire Truck is nearing the end of its scheduled 25-year life cycle and is scheduled for replacement at the beginning of the 2019-20 budget year. The National Fire Protection Association (NFPA, 1911 Annex D) recommends replacing fire trucks after 25 years of service. The lead time from purchase to delivery of a new fire truck is approximately 12 - 18 months.

Ladder Fire Truck - The Fire Department's 1999 Ladder Fire Truck is 20 years old. The National Fire Protection Association (NFPA, 1911 Annex D) recommends replacing fire trucks after 25 years of service. The lead time for fire truck design and construction is approximately 12-18 months. The previous CIP recommended replacing this fire truck in FY 2022-2023; however, the City was awarded a grant to cover 25% of the cost from the North Central Texas Council of Governments if the fire truck was ordered in FY 2019-2020. The CIP rec-

ommends the City order the replacement fire truck in early FY 2019-2020 and take delivery in FY 2020-2021.

City Hall and Police Station - City Hall was constructed in 1976 and housed City Council meetings, city management staff, city support staff, and the Police Department. In 1986, a new police station was built allowing the Police Department to relocate from City Hall. In 1987, City Hall was remodeled to better accommodate staff and citizen needs. Unfortunately, the police station no longer meets the needs of the growing Police Department and City Hall is in need of significant renovations. The City has retained an architect to review the City's existing and future building needs.

Pedestrian Tunnel - The Dutch Branch Park Pedestrian/Bicycle Access project will connect the western portion of the City to the eastern portion of the City in a safe manner. The project includes construction of an access tunnel under Benbrook Boulevard (U.S. 377), a six (6) lane arterial, near Overcrest Drive in the southwest part of the City near Dutch Branch Park. The proposed access way allows pedestrians/bicyclists to safely cross under Benbrook Boulevard without having to cross the street in heavy traffic. This project also allows students (an elementary, middle and high school are within walking distance of the park) to safely travel to Dutch Branch Park to enjoy the various amenities. Fort Worth ISD has entered into agreements with the City allowing use of the tennis courts for their tennis teams, the baseball/softball fields for practice and construction a new baseball field for the high school.

1.1.2 Streets

Benbrook Boulevard Landscaping - The Texas Department of Transportation (TxDOT) reconstruction of Benbrook Boulevard from IH-820 to Winscott/Lakeside Drive is complete. Installation of the irrigation system is nearly complete. Landscaping along the length of the corridor has started and is expected to be completed in April 2020.

Benbrook Boulevard Monument and Wayfinding Signs - The Texas Department of Transportation (TxDOT) reconstruction of Benbrook Boulevard from IH-820 to Winscott/Lakeside Drive is complete. Crews will begin installation of the monument and wayfinding signs along the length of the corridor once landscaping is complete.

Clear Fork Emergency Access Bridge Project - The Clear Fork Emergency Access Bridge interlocal agreement with Fort Worth was approved by both City Councils in 2018. The gated, one lane

emergency access bridge will span the Clear Fork Trinity River within TxDOT right-of-way just north of where the river intersects with I-20 and will connect to Bellaire Drive. Construction of the emergency access bridge began in the fall 2019 and is expected to be completed by fall 2020.

Crosslands Road Streetlight and Sidewalk Installation - Streetlights and sidewalks are proposed to be installed along Crosslands Road between Bellaire Drive and approximately 420 feet north of Southwest Boulevard in 2020. Funding of the project is expected to come from the 45th Year Community Development Block Grant program administered by Tarrant County.

Vista Way Connection to Benbrook Boulevard and I-20 Service Road Two-Way Conversion Project - The CIP includes a new roadway, utility installation and intersection signalization that connect Vista Way to Benbrook Boulevard and further provides for the two-way conversion of a portion of the I-20 Service Road. The project is funded through the Tax Increment Finance District.

Bellaire Drive Sidewalk Installation - Sidewalk installation is proposed along the north side of Bellaire Drive between Crosslands Road and Watercourse Drive in 2022. Funding of the project is expected to come from the 47th Year Community Development Block Grant program administered by Tarrant County.

49th Year CDBG Project – HUD notified the City in 2019 that additional areas in the City may qualify for the CDBG grant funding. Staff will propose a project once the project areas have been finalized by HUD. Fund of the project is expected to come from the 49th Year Community Development Block Grant program administered by Tarrant County.

Annual Street Overlay Program - The CIP includes an annual expenditure to fund the street overlay program, increasing to \$1,000,000 annually by FY2021-2022. Tarrant County furnishes all equipment and labor necessary to overlay the street segments provided the City pays the cost of all necessary materials and traffic control.

1.1.3 Drainage Facilities

Westerly Ditch Drainage Project - The drainage ditch between Chapin Road and Circle S Road needs to be reshaped and armored to allow stormwater to more freely flow down the ditch. The ditch, both upstream and downstream of this location, has been improved allowing for greater flow capacities. However, the stormwater bottlenecks at this ditch section and must be reshaped and armored with geogrid matting and vegetation to function properly.

Storm Drain Condition Assessment – The City is proposing to evaluate the condition of all the existing storm drain system in the City. This evaluation will include sending a remote camera through the entire system to digitally record the condition of the system. The scope of work will also include surveying each inlet, outlet and storm drain manhole location to develop an up-to-date map of the system. The City will be broken up into quadrants and one quadrant will be assessed each year. It is anticipated that it will take approximately four (4) years to complete the assessment. The project provides the City credit on the Stormwater Management Program and Community Rating System.

Southside/Dawn Plantation West Drainage Project - This drainage project is a continuation of the previous Plantation West Drainage Improvement project. The previous project made improvements upstream of the Dawn Street bridge and this project proposes improvements on the downstream side of the bridge.

Dutch Branch Park Low Water Crossing

Project - The low water crossing on Lake Shore is a hazard to vehicles and bicycles when water overtops the road during heavy rains. City crews have to shut gates to keep drivers from traveling across the flooding road during heavy rains. Improvements may include a bridge structure or reinforced box culvert design. The crossing would also include railings to keep drivers from leaving the road, whereas the current low water crossing has very little barriers to keep vehicles from leaving the road.

Dutch Branch Park Drainage Improvements Project - During heavy rains, stormwater flows across ball fields and the running track damaging infrastructure and ponding in low areas creating mosquito traps. The project would regrade the park as needed to allow water to flow through the park without damaging infrastructure. The project will evaluate the drainage patterns in the park and recommend grading improvements that minimizes disturbances to the existing infrastructure while allowing water to safely flow through the park.

Table 1.1

Five-Year Capital Improvement Plan

As of January 1, 2020

Community Facilities and Equipment

Year	Project	Project Budget	Status	Funding Source
Current, 2019-20	Westpark Fence	\$160,000	Engineering	Capital Asset Replacement Fund
	Dutch Branch Park Baseball Dugout Replacement	\$72,100	Proposed	
	Replace 1997 Pumper Fire Truck (Truck ordered in FY2018-19, but due to manufacturing lead time the City takes delivery in FY 2019-20.)	\$676,255* (*\$169,064) 25% NCTCOG grant-payment due on delivery)	ON ORDER: April 2020 Delivery Schedule	Parkland Dedication Fund
	Replace 1999 Ladder Fire Truck (Propose ordering truck in FY2019-20, but due to manufacturing lead time, the City won't take delivery until FY2020-21.)	\$1,300,000* (*\$325,000 25% NCTCOG grant-payment due on delivery.)	Proposed	Capital Asset Replacement Fund
Year 1 2020-21	Replace 1999 Ladder Fire Truck (Carryover from FY2019-20.)	See Above	See Above	See Above
Year 2 2021-22	NO PROJECTS PROPOSED IN YEAR 2	N/A	N/A	N/A
Year 3 2022-23	City Hall/Police Station	TBD	Proposed	General Fund

Community Facilities and Equipment cont.

Year	Project	Project Budget	Status	Funding Source
Year 4 2023-24	City Hall/Police Station (Carryover from FY2022-23.)	See Above	See Above	See Above
Year 5 2024-25	City Hall/Police Station (Carryover from FY2022-23.)	See Above	See Above	See Above
	Pedestrian Tunnel under Benbrook Boulevard/U.S. 37 @ Overcrest	\$2,507,129	Proposed	NCTCOG - Up To 20% City Match

Street Improvements

Year	Project	Project Budget	Status	Funding Source
Current, 2019-20	2020 Annual Street Overlay Program	\$800,000	Council approved Nov. 7, 2019	General Fund & Road Damage Fund
	45th CDBG Project: Crosslands Road Streetlight and Sidewalk Installation	\$150,000	Proposed	Community Development Block Grant (CDBG)
	Monument and Wayfinding Signs on Benbrook Boulevard	\$100,000	Engineering	EDC
	Landscaping on Benbrook Boulevard (Carryover from FY2018-19.)	\$130,000	Est. completion Spring 2020	Landscaping Fund/EDC
	Clear Fork Emergency Access Bridge (Carryover from FY2018-19.)	\$2,147,030	Under construction	79% Gen. Fund & 21% Storm Water Utility Fund
	Vista Way to Benbrook Boulevard Connection and I-20 Service Road Two-Way Conversion (Carryover from FY2018-19.)	\$2,200,000* *Does not include ROW acquisition costs.	Engineering	Tax Increment Financing District Fund
Year 1 2020-21	2021 Annual Street Overlay Program	\$900,000	Proposed	General Fund
	Vista Way to Benbrook Boulevard Connection and I-20 Service Road Two-Way Conversion (Carryover from FY2018-19.)	See Above	See Above	See Above
	45th CDBG Project: Crosslands Road Streetlight and Sidewalk Installation (Carryover FY2019-20.)	See Above	See Above	See Above
Year 2 2021-22	2022 Annual Street Overlay Program	\$1,000,000	Proposed	General Fund
	47th CDBG Project: Bellaire Drive Sidewalk Installation	\$100,000	Proposed	CDBG
	Vista Way to Benbrook Boulevard Connection and I-20 Service Road Two-Way Conversion (Carryover from FY2018-19.)	See Above	See Above	See Above

Street Improvements cont.

Year	Project	Project Budget	Status	Funding Source
Year 3 2022-23	2023 Annual Street Overlay Program	\$1,000,000	Proposed	General Fund
	Vista Way to Benbrook Boulevard Connection and I-20 Service Road Two-Way Conversion (carryover from FY2018-19)	See Above	See Above	See Above
	47th CDBG Project: Bellaire Drive Sidewalk Installation (Carryover from FY2021-22.)	See Above	See Above	See Above
Year 4 2023-24	2024 Annual Street Overlay Program	\$1,000,000	Proposed	General Fund
	49th CDBG Project: TO BE DETERMINED	\$100,000	Proposed	CDBG
Year 5 2024-25	2025 Annual Street Overlay Program	\$1,000,000	Proposed	General Fund
	49th CDBG Project: TO BE DETERMINED. (Carryover from FY2023-24.)	See Above	See Above	See Above

Drainage Facilities

Year	Project	Project Budget	Status	Funding Source
Current: NO PROJECTS PROPOSED IN 2019-20 CURRENT YEAR		N/A	N/A	N/A
Year 1 2020-21	NO PROJECTS PROPOSED IN YEAR 1	N/A	N/A	N/A
Year 2 2021-22	Storm Drain Condition Assessment Proposed \$280K Multi-year Project	\$70,000/Year	Proposed	Storm Water
Year 3 2022-23	Westerly Ditches Drainage Improvements	\$246,000	Proposed	Utility Fund
	Storm Drain Condition Assessment Multi-year Project (Carryover from FY2021-22.)	See Above	See Above	See Above
Year 4 2023-24	Southside/Dawn Plantation West Drainage Improvements	\$420,000	Proposed	Storm Water Utility Fund
	Dutch Branch Park Low-Water Crossing Improvements	\$380,000	Proposed	Storm Water Utility Fund
	Storm Drain Condition Assessment Multi-year Project (Carryover from FY2021-22.)	See Above	See Above	See Above
Year 5 2024-25	Dutch Branch Park Drainage Improvements	\$300,000	Proposed	Storm Water Utility Fund
	Storm Drain Condition Assessment Multi-year Project (Carryover from FY2021-22.)	See Above	See Above	See Above

APPENDIX 3

City-owned Buildings

Facility	Address	Sq. Ft.	Purpose	Year Built
Animal Shelter	469 Winscott Rd.	4,651	Animal shelter	2019
City Hall	911 Winscott Rd.	10,480	Municipal offices	1976/1987
Community Center	228 San Angelo St.	2,458	Community meetings	1964
Concession Stand	Dutch Branch Park	1,200	Park services	2002
Fire Station	528 Mercedes St.	20,441	Fire Dept. operations	1980/2013
Park Dept. Bldg. 1	Dutch Branch Park	840	Park Maintenance operations	1975
Park Dept. Bldg. 2	Dutch Branch Park	140	Park Maintenance operations	1978
Park Dept. Bldg. 3	Dutch Branch Park	1,000	Park Maintenance operations	1983
Police and Courts Bldg.	1080 Mercedes St.	14,998	Police and Court operations	1987
Public Works and Fleet Bldg.	467 Winscott Rd.	3,200	Public Works and Fleet operations	1971/1981
Radio Transmission Bldg.	309 Sexton Ln.	96	Police and BWA radio transmitter	1975
Restroom No. 1	Dutch Branch Park	900	Park services	1999
Restroom No. 2	Dutch Branch Park	450	Park services	2001
Restroom No. 3	Dutch Branch Park	363	Park services	2003
Rolling Hills Restroom	Rolling Hills Park	1,160	Park services	2012
Senior Citizen Center	1010 Mercedes St.	5,850	Senior programs, community meetings	1990
YMCA	1899 Winscott Rd.	32,600	Indoor recreation center, pool, gym	2000

APPENDIX 4

City-owned Properties

Property	Address	Acreage	Purpose
Animal Shelter	469 Winscott Rd.	3.66	Animal shelter
Cemetery	801 Mercedes St.	5.00	Cemetery
Community Center	228 San Angelo Ave.	0.24	Community building
Dutch Branch Park	1801 Winscott Rd.	278	Athletic fields and playgrounds
Fire Department	528 Mercedes St.	1.76	Fire department
Mont Del Park	14 Mont Del Dr.	1.62	Park
Municipal Complex	911 Winscott Rd.	3.80	City Hall, Senior Citizen Center, police and courts
Public Works/Fleet Operations	467 Winscott Rd.	3.83	Public Works and Fleet operations
Rolling Hills Park	6970 Rolling Hills Dr.	4.68	Public park
South Benbrook Park	1122 Bryant St.	1.52	Public park
Team Ranch Park	8250 Benbrook Blvd.	33.4	Natural area
Timber Creek Entry	1056 Cottonwood Tr.	0.49	Open space
Timber Creek Park	900 Park Dr.	16.4	Public park
Twilight Park	4100 Twilight Dr.	2.23	Public park

The Laws

Texas State Law

Chapter 211 of the Texas Local Government Code requires all cities to adopt their zoning regulations in accordance with a Comprehensive Plan. The comprehensive plan is a document that sets forth the city’s vision for land use in the future. Most cities adopt their comprehensive plan after receiving input from various citizens’ groups and other stakeholders. If a city wants to amend its zoning ordinance in a way that conflicts with the comprehensive plan, the city must first amend the comprehensive plan before it can amend its zoning ordinance.

Sec. 211.004. COMPLIANCE WITH COMPREHENSIVE PLAN.

Zoning regulations must be adopted in accordance with a comprehensive plan and must be designed to

1. lessen congestion in the streets;
2. secure safety from fire, panic, and other dangers;
3. promote health and the general welfare;
4. provide adequate light and air;
5. prevent the overcrowding of land;
6. avoid undue concentration of population; or
7. facilitate the adequate provision of transportation, water, sewers, schools, parks, and other public requirements.

Municipal planning in Texas is authorized by the Texas Local Government Code §213.001 – 213-005, as follows:

Sec. 213.001. PURPOSE.

The powers granted under this chapter are for the purpose of promoting sound development of municipalities and promoting public health, safety, and welfare.

Sec. 213.002. COMPREHENSIVE PLAN.

- a) The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality. A municipality may define the content and design of a comprehensive plan.
- b) A comprehensive plan may:
 1. include but is not limited to provisions on land use, transportation, and public facilities;
 2. consist of a single plan or a coordinated set of plans organized by subject and geographic area; and
 3. be used to coordinate and guide the

- establishment of development regulations.
- c) A municipality may define, in its charter or by ordinance, the relationship between a comprehensive plan and development regulations and may provide standards for determining the consistency required between a plan and development regulations.
- d) Land use assumptions adopted in a manner that complies with Subchapter C, Chapter 395, may be incorporated in a comprehensive plan.

Sec. 213.003. ADOPTION OR AMENDMENT OF COMPREHENSIVE PLAN.

- a) A comprehensive plan may be adopted or amended by ordinance following:
 1. a hearing at which the public is given the opportunity to give testimony and present written evidence; and
 2. review by the municipality’s planning commission or department, if one exists.
 3. A municipality may establish, in its charter or by ordinance, procedures for adopting and amending a comprehensive plan.

Sec. 213.004. EFFECT ON OTHER MUNICIPAL PLANS.

This chapter does not limit the ability of a municipality to prepare other plans, policies, or strategies as required.

Sec. 213.005. NOTATION ON MAP OF COMPREHENSIVE PLAN.

A map of a comprehensive plan illustrating future land use shall contain the following clearly visible statement: “A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.”

Benbrook City Charter

The Benbrook City Charter requires the Planning Commission to prepare and recommend for approval be the City Council, a long range comprehensive City plan for the orderly physical development of the City, and to review and make recommendations for revisions to the City plan as necessary, but such review shall be made no less frequently than once every five years.

The Benbrook Comprehensive Plan was prepared in accordance with these above noted statutory requirements.

Acknowledgements

A special thank-you to those who shared their time and expertise to help with this project

Citizen Participants

Without the support of our wonderful citizens, the Comprehensive Plan update would not have been possible.

Steering Committee Members

- David Ramsey (Chair) – Planning and Zoning Commission
- Leslie Singleton (Vice Chair) – Economic Development Corporation
- Jason Ward – Economic Development Corporation
- Karen Henderson – Parks and Recreation Board
- Lizzy Sutton – Parks and Recreation Board
- Alfredo Valverde – Planning and Zoning Commission
- Wes Meyers – Zoning Board of Adjustment

Planning and Zoning Commission

- Alfredo Valverde (Chair)
- John Logan (Vice Chair)
- Nathan Sultemeier
- Jonathan Russell
- Jon Craver
- Mikel Beth Seifert
- David Eason
- Damon Farrar
- David Ramsey

City Council

- Dr. Jerry Dittrich (Mayor) – Place 1
- Renee Franklin – Place 2
- Dr. Larry Marshall (Mayor Pro-Tem) – Place 3
- Dustin Phillips – Place 4
- Jim Wilson – Place 5
- Laura Mackey – Place 6
- Ron Sauma (term ended Nov. 6, 2019) – Place 7
- Jason Ward (elected Nov. 6, 2019) – Place 7

City Staff

- Andy Wayman, City Manager
- Jim Hinderaker, Assistant City Manager
- James Mills, Police Chief
- Tommy Davis, Fire Chief
- Jason Tate, Assistant Fire Chief
- Bennett Howell, Public Services Director
- Doug Howard, City Planner
- Caroline Stewart, Assistant City Planner
- Rick Overgaard, Finance Director
- Phyllis Wolfe, Information Technology Director
- Dane Garvin, Geographic Information System
- Cathy Morris, Director, EDC and Marketing
- Hillary Cromer, Assistant Director, EDC and Marketing
- Jeff Rodriguez, Communications and Marketing



Benbrook School, probably in the early 1950s. The arched wall can still be seen today as part of the Weatherford International building, on Winscott Road.

BENBROOK 1956




QuickFacts

Benbrook city, Texas

QuickFacts provides statistics for all states and counties, and for cities and towns with a *population of 5,000 or more*.

Table

All Topics ▼	Benbrook city, Texas
Median selected monthly owner costs -without a mortgage, 2015-2019	\$642
 PEOPLE	
Population	
Population estimates, July 1, 2019, (V2019)	23,502
Population estimates base, April 1, 2010, (V2019)	21,198
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	10.9%
Population, Census, April 1, 2010	21,234
Age and Sex	
Persons under 5 years, percent	▲ 7.5%
Persons under 18 years, percent	▲ 21.8%
Persons 65 years and over, percent	▲ 18.3%
Female persons, percent	▲ 52.8%
Race and Hispanic Origin	
White alone, percent	▲ 87.3%
Black or African American alone, percent (a)	▲ 5.9%
American Indian and Alaska Native alone, percent (a)	▲ 0.2%
Asian alone, percent (a)	▲ 0.8%
Native Hawaiian and Other Pacific Islander alone, percent (a)	▲ 0.1%
Two or More Races, percent	▲ 4.0%
Hispanic or Latino, percent (b)	▲ 11.5%
White alone, not Hispanic or Latino, percent	▲ 78.6%
Population Characteristics	
Veterans, 2015-2019	1,835
Foreign born persons, percent, 2015-2019	4.2%
Housing	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2015-2019	68.2%
Median value of owner-occupied housing units, 2015-2019	\$182,600
Median selected monthly owner costs -with a mortgage, 2015-2019	\$1,541
Median selected monthly owner costs -without a mortgage, 2015-2019	\$642
Median gross rent, 2015-2019	\$1,005
Building permits, 2019	X
Families & Living Arrangements	
Households, 2015-2019	9,663
Persons per household, 2015-2019	2.38
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	83.4%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	7.9%
Computer and Internet Use	
Households with a computer, percent, 2015-2019	95.7%
Households with a broadband Internet subscription, percent, 2015-2019	87.7%
Education	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	95.8%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	38.1%
Health	
With a disability, under age 65 years, percent, 2015-2019	7.0%
Persons without health insurance, under age 65 years, percent	▲ 14.4%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	68.0%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	62.2%
Total accommodation and food services sales, 2012 (\$1,000) (c)	32,508
Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	59,525
	D

Total manufacturers shipments, 2012 (\$1,000) (c)	
Total merchant wholesaler sales, 2012 (\$1,000) (c)	D
Total retail sales, 2012 (\$1,000) (c)	220,994
Total retail sales per capita, 2012 (c)	\$10,073

Transportation

Mean travel time to work (minutes), workers age 16 years+, 2015-2019	24.2
--	------

Income & Poverty

Median household income (in 2019 dollars), 2015-2019	\$72,699
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$38,163
Persons in poverty, percent	▲ 7.2%



BUSINESSES

Businesses

Total employer establishments, 2018	X
Total employment, 2018	X
Total annual payroll, 2018 (\$1,000)	X
Total employment, percent change, 2017-2018	X
Total nonemployer establishments, 2018	X
All firms, 2012	2,097
Men-owned firms, 2012	1,046
Women-owned firms, 2012	780
Minority-owned firms, 2012	392
Nonminority-owned firms, 2012	1,596
Veteran-owned firms, 2012	142
Nonveteran-owned firms, 2012	1,880





GEOGRAPHY

Geography

Population per square mile, 2010	1,844.7
Land area in square miles, 2010	11.51
FIPS Code	4807552

Value Notes

 Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources.

Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable. Click the Quick Info  icon to the row in TABLE view to learn about sampling error.

The vintage year (e.g., V2019) refers to the final year of the series (2010 thru 2019). *Different vintage years of estimates are not comparable.*

Fact Notes

- (a) Includes persons reporting only one race
- (c) Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data
- (b) Hispanics may be of any race, so also are included in applicable race categories

Value Flags

- Either no or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest or upper in open ended distribution.
- F Fewer than 25 firms
- D Suppressed to avoid disclosure of confidential information
- N Data for this geographic area cannot be displayed because the number of sample cases is too small.
- FN Footnote on this item in place of data
- X Not applicable
- S Suppressed; does not meet publication standards
- NA Not available
- Z Value greater than zero but less than half unit of measure shown

QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Expenses, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.

CONNECT WITH US

Benbrook Public Library

Computers with Decripton & Purpose

PC NAME	LOCATION	Purpose	MAKE/MODEL	OPERATING SYSTEM	Processor	RAM	HARD DRIVE	MFG DATE	TAG/SERIAL NO.
SERVER1	STORAGE ROOM	Primary Domain	Dell PowerEdge R330	Windows Server 2016	Intel Xeon CPU E3-1220 V5 @ 3.00GHz	16	4 x 600GB RAID		
SERVER2	STORAGE ROOM	Secondary Domain	Dell PowerEdge R330	Windows Server 2016	Intel Xeon CPU E3-1220 V5 @ 3.00GHz	16	4 x 600GB RAID		
SERVER3	STORAGE ROOM	Envisionware	Dell PowerEdge R320	Windows Server 2008	Intel Xeon CPU E5-2430 v2 @ 2.50GHz	16	4 x 600GB RAID		
ADULT1	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		FVFMKJ2\34552433774
ADULT2	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		5PFMKJ2\12421813358
ADULT3	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		BPFMKJ2\25482507374
ADULT4	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		HBGMKJ2\37698354542
ADULT5	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		DVFMKJ2\30198869102
ADULT6	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		FRFMKJ2\34310569070
ADULT7	MAIN LOBBY	Public Access	DELL OptiPlex	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLRXX903\27438078675
ADULT8	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		5FGMKJ2\11818831214
ADULT9	MAIN LOBBY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		BV5DNJ2\25828092254
BOOTH 1	BACK HALLWAY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		1V5DNJ2\4060268894
BOOTH 2	BACK HALLWAY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		89GMKJ2\17986381166
BOOTH 3	BACK HALLWAY	Public Access	DELL OptiPlex 7050	Windows 10 Pro	Intel Core i7-7700 CPU 3.60GHz	16	260		D5GMKJ2\28628428142
3D-PRINT	MAKERSPACE	3D PRINTING	Dell OptiPlex 7040	Windows 10 Pro	Inte i7-6700T CPU 2.80GHZ 2.81GHZ	8	TOSHIBA\STD\500GB		
ENGRAVER-SSD	MAKERSPACE	ENGRAVING	Dell OptiPlex 7040	Windows 10 Pro	Inte i7-6700T CPU 2.80GHZ 2.81GHZ	16	SAMSUNG\SSD\120GB		
CONFERENCE-RM1	CONFERENCE RM 1	MEETINGS	Dell OptiPlex 7040	Windows 10 Pro	Inte i7-6700T CPU 2.80GHZ 2.81GHZ				4CTJZC2\9482364578
MEETING-LRG	LARGE MEETING RM	MEETINGS	Dell OptiPlex 7040	Windows 10 Pro	Inte i7-6700T CPU 2.80GHZ 2.81GHZ				DFXVQG2\29262070946
ITMAN	MAKERSPACE	GEORGE	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16	2 x 1TB	20191029	CLSR903\27439478355
DESKTOP-ASRVS	LIBRARIAN OFFICE	CULLEN	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	
DESKTOP-DIR	DIRECTOR OFFICE	STEVE	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLRY903\27438125331
DESKTOP-INFO	MAIN LOBBY	REFERENCE DESK	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLS1B03\27438267891
DESKTOP-LACT	OFFICE	Staff Workstation	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLSV903\27439664979
DESKTOP-LASST	LIBRARIAN OFFICE	PHYLIS	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLS0B03\27438221235
DESKTOP-YSRVS	LIBRARIAN OFFICE	MIRANDA	Dell OptiPlex5070	Windows 10 Pro	Intel i7-9700 CPU @ 3.00GHz	16		20191029	CLST903\27439571667
ERICA ??	OFFICE	ERICA	DELL OptiPlex 7050	Windows 10 Pro		16			9XFMKJ2\21612672110
DESKTOP-ENGK	OFFICE	JAMES		Windows 10 Pro		16			BJR8N23\25139215803
DESKTOP-LASST2	LIBRARIAN OFFICE	SARA	DELL PRECISION 3440	Windows 10 Pro	Intel i5-10500 CPU @ 3.10GHz	16			FXHMM83\34676727555
CIRCULATION	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro		16			CLSX903\27439525011
CIRCULATION2	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro		16			CLSX903\27439758291
CIRCULATION3	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro		16			CLSX903\27439804947
CIRCULATION4	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro		16			CLRZ903\27438171987
CIRCULATION5	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro		16			CLRW903\27438032019
CIRCULATION6	CIRCULATIONS AREA	Staff Workstation		Windows 10 Pro					
CATALOG PC	Server Room Floor	NOT USED	Dell OptiPlex 745	LINUX				52107	9B4LZC1\20263912993
SERVER ROOM	Server Room Floor	NOT USED	Dell OptiPlex 745	LINUX				52107	8B4LZC1\18087130657
RELEASE STATION	Server Room Floor	NOT USED	Dell OptiPlex 755	LINUX				21108	2081MF1\4367077309