

Planning is an on-going process that includes setting goals and objectives, identifying issues, collecting and analyzing data, considering alternatives, preparing the plan, adopting the plan, and implementing and evaluating the plan. The adoption of the Comprehensive Plan is not the end of the planning process, but the beginning of achieving the vision of the citizens of the Bulverde area. Without an active implementation program, the plan is nothing more than an informative document, providing data on past and existing conditions and expressing the city's visions, goals and desires for the future. Implementation is where the ideas contained in the plan are put into action.

The Comprehensive Plan is intended to be a guide for public officials and citizens for making decisions about the future growth and development of the City of Bulverde. This Implementation Chapter provides a framework for that decision-making process. It includes specific recommendations regarding the actions, programs, projects and ordinances necessary to achieve the visions, goals and objectives contained in each chapter of this plan.

12.1 Continuing the Planning Process

As the Comprehensive Plan is implemented, it must be continually reviewed and updated to address the changing needs, circumstances and conditions of the City of Bulverde. The plan can only be effective if it remains relevant and up-to-date. Some recommendations of the plan may be determined to be infeasible, and new options or solutions may emerge over time. The planning process must be flexible enough to recognize and respond to these possibilities. The Planning and Zoning Commission should continually monitor the Comprehensive Plan for necessary modifications and refinements. Needed changes can be addressed in minor annual or biannual plan amendments and major updates every five years. As the plan is updated and revised, care must be taken to ensure that the Community Visions expressed in this plan continue to be the over-riding themes. While objectives, actions and implementation methods may change, the citizens' visions must remain constant.

Annual or Biannual Plan Amendments

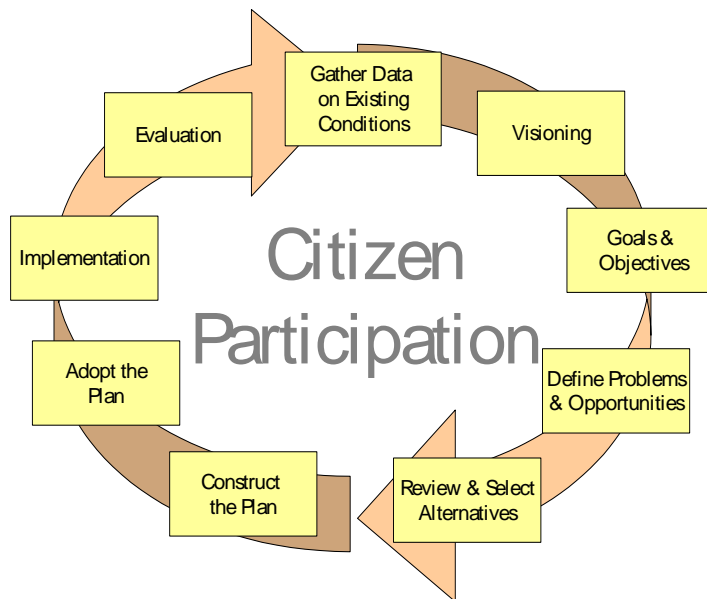
A periodic plan amendment process will allow minor revisions to be made to the Comprehensive Plan on a regular basis. City Staff and the Planning and Zoning Commission can create and maintain a list of potential plan amendments throughout the year. Amendments should be adopted in a manner similar to that of the original

plan, including public hearings, recommendations for approval by the Planning and Zoning Commission and final approval by City Council. These amendments will be adopted and distributed as addenda to the Comprehensive Plan.

Major Plan Updates

A major update to the Comprehensive Plan should occur every five years. Major updates are necessary to respond to significant shifts in growth patterns, changes in demographics, successful implementation of elements of the plan, and new issues that may evolve. The major plan update process should be similar to that undertaken to prepare the original Comprehensive Plan. It should include a complete analysis of the existing plan, the identification of new issues and trends, up-to-date background information on current conditions, and updated goals, objectives and implementation strategies.

Figure 10.1. The Continuing Planning Process



Citizen Participation

Citizen participation is a critical element of the planning process. The citizens of the Bulverde area actively participated in the development of this Comprehensive Plan. The Steering Committee invested many hours over the period of an entire year to produce a plan that reflects the desires of the community. In addition, many citizens took part in surveys, a community-wide open house and public hearings conducted by the Planning and Zoning Commission and City Council. The public must continue to be involved in the ongoing planning process of periodic amendments and major plan updates.

Annual Reports

City Staff should annually submit a report to the Planning and Zoning Commission on the status of Comprehensive Plan implementation. The Annual Report should outline significant steps taken to implement the plan in the previous year and identify the actions taken and objectives met during that time. The report should also provide a work plan of tasks, programs and projects proposed for implementation in the coming year. Following review by the Planning and Zoning Commission, the Annual Report should be forwarded to the City Council.

12.2 Moving Forward - Implementing the Comprehensive Plan

Implementation of the Comprehensive Plan will require a commitment on the part of the City Council, appointed commissions, and city management and staff to apply the visions, goals and objectives of the plan to their day-to-day decision-making processes. These decision-makers, advisors and public servants, along with citizens, developers and other stakeholders, must have ready access to the Comprehensive Plan that will be made available on the city's website and in printed form. The plan should be consistently referenced in planning studies and planning staff reports for development proposals and variance requests. It should become a key tool in the development of the city's annual budget. The plan also identifies existing policies and programs that need to be reviewed and possibly revised, along with new policies, programs and initiatives that should be considered. This day-to-day use of the Comprehensive Plan is the key to successful implementation.

Municipal Codes and Ordinances

The City of Bulverde manages its everyday operations and future development through the administration and enforcement of municipal codes and ordinances. Many of the goals and objectives of the Comprehensive Plan will be implemented through the revision of existing codes and the adoption of new ordinances.

The Zoning and Subdivision ordinances are currently the primary tools available to the city for implementing the community development and growth-related elements of the Comprehensive Plan. This plan recommends several potential revisions to these ordinances. Some of the issues include the need to develop more flexible standards to encourage conservation development, innovative development projects, design standards for commercial/retail land uses, and overlay districts and landscaping guidelines along major transportation corridors. The plan also proposes updates to various other city codes.

Additional Studies and Plans

By definition, the Comprehensive Plan is broad in scope. In some cases the plan points out the need for further study or more detailed planning for a specific topic. Therefore, implementation can include the preparation of more detailed plans, including small area plans (e.g. the "old-town") and functional plans such parks and transportation master plans.

Strategic Planning

While comprehensive and strategic planning are individual management tools, they are highly interrelated parts of a complete planning process. It is through the comprehensive planning process that the community has been able to identify issues and opportunities facing it, cooperatively develop visions for the future, and collectively establish reasonable objectives for the City of Bulverde's on-going development.

Strategic planning can be used to focus on the process of how to effectively implement the priority actions necessary to achieve the comprehensive plan's goals and objectives. In summary, the comprehensive plan is broad-brushed and long-range, typically with a 20-year planning horizon. It is most closely aligned with issues, visions and community goals. Strategic plans are very detailed, focusing on the strategy for implementing priority actions and achieving key objectives during a much shorter time frame of three-to-five years.

Some critical functions of the strategic planning process are to:

- ensure plan implementation by integrating the planning and annual budgeting processes
- develop the basis for a formal Capital Improvements Program;
- organize the City Council's mission around the plan's adopted visions, goals, objectives and actions;
- provide a common strategy for the Council, Planning and Zoning Commission, City Administration, and staff that moves the city toward the realization of its visions;
- help the City Administrator and staff put programs, projects and services into meaningful priorities consistent with funding opportunities;
- enable citizens to better understand and be involved in the Council's decisions relating to the expenditure of revenues necessary to provide city services;
- indicate where policy changes are required to implement the plan;
- develop better avenues of communication between the Council, city management, appointed commissions and the citizens - all leading to better consensus-making and consistent, unified decision-making;
- establish achievable milestones for the city with the matching focus of resources necessary for success;
- develop monitoring functions that gauge whether the actions of the plan are having their desired effects and to ensure that each of the key elements of the plan are being accomplished in a timely manner.

12.3 Goals and Objectives for Implementation

The following goals and objectives are provided to guide the City Council, Planning and Zoning Commission, city management and staff in the implementation of the comprehensive plan.

Goal 1: The City of Bulverde will be accountable to its citizens for implementing the Comprehensive Plan.

Objective 1.1: Keep the Comprehensive Plan up to date through periodic amendments and major updates every five years.

Action 1.1.1: Establish a regular plan review and amendment process.

Action 1.1.2: Adopt plan amendments and publish and distribute them as addenda to the Comprehensive Plan.

Action 1.1.3: Develop a schedule and process for major plan updates every five years.

Objective 1.2: Encourage citizen involvement in the implementation of the Comprehensive Plan and the amendment process.

Action 1.2.1: Make the Comprehensive Plan available on the city's website.

Action 1.2.2: Publish the Comprehensive Plan in hardcopy format, and make it readily available to the public.

Action 1.2.3: Actively seek public input in the development of ordinances, ordinance revisions, Capital Improvements Programming, programs and additional plans necessary for the implementation of the Comprehensive Plan.

Objective 1.3: Revise existing ordinances and adopt new ordinances necessary for the successful implementation of the Comprehensive Plan.

Action 1.3.1: Prioritize necessary ordinances and revisions, and develop formalized ordinance creation and amendment processes and schedules.

Action 1.3.2: Assign responsibility for developing and amending ordinances to the Planning Commission, other appropriate boards and committees, and city staff.

Objective 1.4: Develop a formal Capital Improvements Program (CIP).

Action 1.4.1: Establish a CIP process to schedule future capital expenditures and obtain City Council approval of the process.

Action 1.4.3: Establish a formalized process for City Council review and adoption of the CIP.

Objective 1.5: Apply the visions, goals and objectives of the Comprehensive Plan to the long-term and day-to-day decision-making processes of the City Council, appointed boards and commissions, city management and city departments.

Action 1.5.1: The City Administrator or designee will submit a biannual report to the Planning Commission on the status of Comprehensive Plan implementation,

including a work program of tasks, programs and projects proposed for implementation in the coming year.

- Action 1.5.2: Develop a framework for linking the Comprehensive Plan to a shorter-range strategic planning program involving the City Council, management and city departments.
- Action 1.5.3: Use the strategic planning process to develop annual goals, CIP priorities and annual budget recommendations.
- Action 1.5.4: Use the strategic planning process for long-term plan implementation.

12.4 Action Plan

Each element of the Comprehensive Plan concludes with a list of goals and actions/objectives. A solid plan of action is needed to assure the implementation of these ideas. The following “Action Matrix” re-organizes the goals and actions/objectives found at the end of the chapters into a hierarchy of tasks. Each matrix provides a list of the specific action steps needed to implement the actions and achieve the goals and objectives of each plan element. The matrix includes columns that assign relative priority levels to each action step and the entity(ies) responsible for its implementation.

Priority Levels

This Action Plan lists specific steps to be taken in the implementation of the Comprehensive Plan. While each action has been deemed necessary and worthy of mention, they cannot all be implemented at once. Each action statement has been assigned a relative priority level ranging from 1 (highest priority) to 3 (lowest priority) based on resource availability, staff and consultant recommendations and final review by the Steering Committee and Planning and Zoning Commission.

Responsible Entities

The far right-hand column in the Action Matrix identifies the entity(s) that are primarily responsible for implementing each action statement. Not every party can be identified but an effort was made to identify those who should ensure that action is taken. It must be remembered that the citizens of Bulverde are ultimately responsible for the successful implementation of the actions listed in the matrix. Abbreviations for the responsible agencies and departments are provided below.

Responsible Agency Abbreviations


BI	Building Inspections Personnel	PZ	Planning & Zoning Commission
AT	City Attorney	PD	Police Department
CC	City Council	CO	Comal County
CH	Chamber of Commerce	PL	City Planner
CA	City Administration	UT	Utilities
FD	Fire Department	LB	Library

Action Matrix

3	Land Use/Development and Growth Management	
	Sunrise 2025: Bulverde has assured growth compatible with the wishes of its citizens and thus is a community with a unique rural setting and superior quality of life.	
Goals, Objectives and Actions	Priority	Responsible Entity
Land Use Goal 1: Ensure that we have plans and ordinances that support and guide development consistent with the goals and objectives in the Bulverde Comprehensive Plan.		
Objective 1.1: Review existing ordinances and modify as necessary.		
Action 1.1.1: Identify potential revisions.	1	PZ, PL
Action 1.1.2: Implement identified revisions.	2	CC
Objective 1.2: Enforce what we already have.		
Action 1.2.1: Hire adequate staff.	1	CA
Action 1.2.2: Revise procedures to make them more efficient.	2	BI, PZ
Objective 1.3: Add new ordinances as necessary to make sure core areas are covered.		
Action 1.3.1: Establish committee to determine potential new ordinances and prioritize.	1	PZ
Action 1.3.2: Have P & Z and/or Council discuss the possibility of a Unified Development Code.	2	PL
Objective 1.4: Work closely with the GBRA to take full advantage of the GBRA Master Plan for Water Distribution in the Bulverde Service Area.		
Action 1.4.1: Have maps, tables, projections, etc. available at City Hall for developers and other interested citizens.	2	CA, PL
Action 1.4.2: Schedule periodic meetings between city staff, Council and the GBRA.	2	CA, PL
Objective 1.5: Consider the use of impact fees as a way to manage land uses and development, generate revenues, and recoup the cost of infrastructure for new developments.		
Action 1.5.1: Schedule a meeting with P & Z and an expert/consultant or Texas Municipal League (TML) to learn about impact fees in Texas.	1	PL
Action 1.5.2: Adopt fees that meet legal requirements.	3	CC
Objective 1.6: Develop appropriate mechanisms to encourage growth consistent with the city's ability to effectively manage such growth.		
Action 1.6.1: Design Ordinances, overlay zones, etc. to achieve this objective.	1	PL, PZ
Objective 1.7: Manage growth in the extra-territorial jurisdiction (ETJ).		
Action 1.7.1: Identify issues specific to development in ETJ.	2	PZ, PL, CO
Action 1.7.2: Explore the legal limits of ETJ regulations.	3	AT
Objective 1.8: Achieve a balance between private property rights and a level of land development tools that is acceptable to the citizens of Bulverde.		
Action 1.8.1: Use the P & Z to get citizens involved in land use decisions.	2	PZ, CA

Action 1.8.2: Conduct surveys and other outreach during ordinance review.	2	PL
Land Development Goal 2: Manage the future growth of the City to preserve the character and uniqueness that is Bulverde, as well as the integrity, compatibility and value of existing and new neighborhoods.		
Objective 2.1: Regulate the scale and density of new developments (especially commercial) to ensure compatibility with Bulverde's Comprehensive Plan.		
Action 2.1.1: Develop and enact overlay zones, design standards, open space requirements, etc. as recommended in the Comprehensive Plan.	1	PL, PZ, AT, CC
Action 2.1.2: Review current regulations and revise.	1	PL, PZ, CC
Objective 2.2: Establish regulations regarding the location, size and type of commercial and light industrial development.		
Action 2.2.1: List tools such as FAR, bulk regulations, design standards, etc. that can be used in modified and/or new ordinances.	1	PL
Action 2.2.2: Identify areas appropriate for more intense commercial and industrial types of land uses.	2	PZ
Objective 2.3: Implement minimum standards for open/green space and buffering that respect the natural features and surroundings of the development site.		
Action 2.3.1: Improve existing open space requirements in the subdivision ordinance.	2	PZ
Action 2.3.2: Determine areas to acquire for linear/open space areas.	2	PZ, PL
Objective 2.4: Encourage conservation-oriented development.		
Action 2.4.1: Include conservation options in the city's subdivision ordinances and make them easy to use.	1	PZ, PL, CC
Objective 2.5: Develop and/or refine minimum requirements for the provision of essential services and utilities in new developments.		
Action 2.5.1: Review existing requirements and revise and add to as necessary.	2	PL, AT, BI
Objective 2.6: Establish regulations for non-site built housing.		
Action 2.6.1: Create standards that encourage better design while still being inclusive.	3	PZ, PL, AT
Action 2.6.2: Review existing location requirements in light of preferred land uses in this Comprehensive Plan.	2	PL, PZ
Objective 2.7: Establish regulations for multi-family housing.		
Action 2.7.1: Create standards that encourage better design while still being inclusive	3	PZ, PL, AT
Action 2.7.2: Provide infrastructure to make above standards feasible.	3	UT
Action 2.7.3: Review existing location requirements in light of preferred land uses in this Comprehensive Plan.	2	PL, PZ
Objective 2.8: Protect private property in existing neighborhoods from encroachment by incompatible land uses.		
Action 2.8.1: This would be result of implementing the C.P.	1	Everybody
Land Development Goal 3: Encourage land development that enhances an aesthetically pleasing appearance for the city.		
Objective 3.1: Determine how best to prevent 'hodge-podge' and/or bland development.		


Action 3.1.1: Have staff gather information on how other communities have achieved this objective and present to appropriate bodies.	1	PL
Objective 3.2: Promote flexible land development standards that accommodate innovative land development projects.		
Action 3.2.1: Work up list of development options for innovative approaches.	2	PL, PZ
Action 3.2.2: Investigate whether low-impact development, new urbanism or smart growth principles are applicable and useful tools for shaping the future growth of Bulverde.	2	PL, PZ
Action 3.2.3: Enact policies based on above objective.	2	CC
Land Development Goal 4: Develop an annexation strategy that enables us to manage future growth and protects and enhances Bulverde's quality of life and that adds to the economic vitality of the city.		
Objective 4.1: Develop an annexation policy that reflects the wishes of the existing citizens of Bulverde.		
Action 4.1.1: Adopt a Home Rule Charter.	1	CC
Action 4.1.2: Enact annexation priorities and procedures as outlined in the Comprehensive Plan.	2	CC
Objective 4.2: Annex areas prior to development to manage the type and quality of new development.		
Action 4.2.1: Conduct a detailed study to identify those areas that should be annexed and when they should be annexed.	2	PL, CA
Action 4.2.2: Coordinate annexation with utility providers.	3	CA, PL, UT, PZ

	Community Services	
	Sunrise 2025: Bulverde has quality municipal services and facilities making it a safe, healthy and enjoyable place to live.	
Goals, Objectives and Actions	Priority	Responsible Entity
Community Services Goal 1: Maintain high standards of fire and emergency medical services.		
Objective 1.1: Develop a long-range strategy for fire protection.		
Action 1.1.1: Evaluate current fire protection structure to determine if City oversight and support will help.	3	CA, FD
Action 1.1.2: Work with the Bulverde Fire Department to help review and evaluate staffing needs to assure adequate personnel resources to meet the demands of future growth.	3	CA, FD
Objective 1.2: Examine the possibility of adjusting the boundaries of the Bulverde ESD and the Spring Branch ESD so the City of Bulverde is served by a single fire department.		
Action 1.2.1: Work with Bulverde ESD to determine what the new boundaries could be and their fiscal and management impacts.	1	CA, FD
Objective 1.3: Initiate a quarterly report by the Fire Department on its activities and issues to the Bulverde City Council to help improve communications between the City and the Fire		

Department.		
Action 1.3.1: Meet with the Fire Chief to determine what information would be useful and schedule a regular Council date for reports.	3	CA, FD
Community Services Goal 2: Maintain low crime rate and develop a police department with quality police services.		
Objective 2.1: Develop a long range plan for police protection.		
Action 2.1.1: Continue the work already in progress.	1	CA
Objective 2.2: Assess policing needs on a regular basis.		
Action 2.2.1: Once established have the Police Chief present a monthly report to City Council.	2	CA, PD
Action 2.2.2: Determine types of crime and direct policy and resources to those problems.	3	PD
Objective 2.3: Establish a police department with adequate staffing and equipment.		
Action 2.3.1: Continue the work already in progress.	1	CA, PD
Objective 2.4: Get the community more involved in crime prevention programs and community policing initiatives.		
Action 2.4.1: Have the Police Chief attend HOA meetings and work with Neighborhood Watch and Crime Stoppers.	1	CA, PD
Community Services Goal 3: Promote the use of library services by the citizens of the Bulverde/Spring Branch area.		
Objective 3.1 Initiate a regular report by the Bulverde/Spring Branch Library on its activities and issues to the Bulverde City Council to help improve communications between the City and the Library.		
Action 3.1.1: Meet with the Librarian to determine what information would be useful and schedule a Council date for a report.	3	CA, LB
Action 3.1.2: Evaluate current library structure to determine if City oversight and support will help promote use of the library.	3	CA, LB
Community Services Goal 4: Work to assure the citizens of Bulverde timely, efficient and economical solid waste service		
Objective 4.1: Assist the County and other communities in the County with the hazardous waste collection event		
Action 4.1.1: Meet with the Comal County Emergency Operations Director to investigate what Bulverde's role could be and then take action.	2	CA, PL
Objective 4.2: Promote environmentally friendly waste disposal methods such as recycling, composting, and collection centers for certain types of waste.		
Action 4.2.1: Investigate what other cities are doing and choose a course of action.	3	CA
Action 4.2.2: Meet with IESI for ideas and suggestions.	3	CA
Objective 4.3: Work with the Bulverde Area Fire Department to set up a hazardous waste collection event for western Comal County.		
Action 4.3.1: Set up a meeting with the Fire Chief, Solid Waste provider and Emergency Operations Director.	3	CA, FD, CO
Community Services Goal 5: Meet the need for providing space for city services and meetings		

Objective 5.1: This goal is being met with the completion of the new City Hall on Cougar bend.		
Community Services Goal 6: Ensure adequate quantity and equal distribution of parks, open space, and recreation facilities.		
Objective 6.1: Develop the existing park site on Bulverde Lane.		
Action 6.1.1: Have staff begin to apply for grants for this purpose.	2	PL, CA
Objective 6.2: Develop minimum standards for the development and location of future parks.		
Action 6.2.1: Have a parks expert/consultant meet with city staff and/or the P & Z to bring them up to date on what other similar cities are doing for parks and open space.	2	CA, PL
Action 6.2.2: Enact new policies.	3	CC
Objective 6.3: Acquire and develop parkland to meet the citizens' needs.		
Action 6.3.1: Once standards are set, use existing Parks Committee to determine what land needs to be acquired and/or developed.	3	CA, PL
Objective 6.4: Develop greenbelts using natural drainage ways when possible with trail systems to provide pedestrian and biking linkages for neighborhoods, schools, parks and other destinations.		
Action 6.4.1: Prepare and adopt the hike and bike trail master plan recommended in the Comprehensive Plan.	1	CC
Action 6.4.2: Utilize the dedication procedure to acquire land for greenbelts at minimal up-front costs to the City.	2	CC, AT, PZ
Community Services Goal 7: Develop additional recreational opportunities.		
Objective 7.1: Coordinate the provision of recreational facilities with other providers (e.g. CISD schools, county, non-profits and developers).		
Action 7.1.1: Set up an initial meeting with appropriate representatives of different entities.	2	CA
Action 7.1.2: Reach an agreement with the Comal Independent School District for joint use of their athletic facilities.	2	CA, CC
Action 7.1.3: Conduct survey(s) to determine citizens' wants and needs.	2	PL
Objective 7.2: Work to provide a range of recreational opportunities for all residents in the future		
Action 7.2.1: Evaluate what facilities the City can afford to provide.	1	CA, PL
Action 7.2.2: Survey residents to determine their wants.	2	PL
Action 7.2.3: Explore grant opportunities.	3	PL
Objective 7.3: Assure the provision of nature appreciation and wildlife habitat areas for hiking, biking, jogging, bird-watching and picnicking.		
Action 7.3.1: Ensure that this objective is part of Parks Master Plan.	2	PZ, PL
Action 7.3.2: Ensure that there is a strong effort at public outreach.	2	PL
Community Services Goal 8: Review and revise as necessary an Emergency Preparedness Plan with particular attention given to periodic major flooding and the transportation of hazardous materials.		
Objective 8.1: Establish policies and procedures related to emergency Preparedness.		
Action 8.1: Meet with Emergency Operations Coordinator to review	1	CA, PL


the existing plan and determine any changes needed.		
Community Services Goal 9: Encourage the volunteer spirit.		
Objective 9.1: Develop policies and procedures that help promote the volunteer spirit.		
Action 9.1.1: Conduct community events to get people together.	2	CC, CA, PL
Action 9.1.2: Ensure community awareness through the press.	2	CA, PL
Action 9.1.3: Recognize volunteer efforts with press releases, Council resolutions, and in other ways.	2	CA, CC, PL
Action 9.1.4: Set up a city-wide "Volunteer Day" to get the citizens involved in different projects, such as clean-up,	2	CA

	Infrastructure	
	Sunrise 2025: Bulverde has a cost-effective and reliable source of water, sewerage systems that protect the environment, a sound drainage policy for new development, and well-maintained and scenic streets.	
Goals, Objectives and Actions		Priority
Responsible Entity		
Infrastructure Goal 1: Promote a reliable source of water for future development and areas of town that can be economically retrofitted with pipelines.		
Objective 1.1: Work with the GBRA on a regular basis to facilitate the proposed pipeline down Stahl Lane.		
Action 1.1.1: Schedule regular meetings between City officials and GBRA staff.	2	CA, PL, UT
Action 1.1.2: Assist with ROW acquisition.	3	AT, PL, UT
Objective 1.2a: Work with GBRA to plan for future expansions of water infrastructure to appropriate areas of the City.		
Action 1.2a.1: Schedule regular meetings between City officials and GBRA staff.	1	CA, UT
Action 1.2a.2: Include GBRA in plat review.	1	PZ, PL, UT
Objective 1.2b: Work with other suppliers of water as necessary.		
Action 1.2b.1: Schedule regular meetings with representatives from other suppliers.	3	CA, UT
Objective 1.3: Consider establishing impact fees for water infrastructure.		
Action 1.3.1: Schedule a meeting or courses with the P & Z and an expert/consultant or the TML to learn about impact fees in Texas.	2	PZ, PL
Action 1.3.2: Take action to meet legal requirements.	2	PZ, AT, CC
Objective 1.4: Establish water conservation programs to include rain water collection systems.		
Action 1.4.1: Develop brochures and an area of the City web-site to encourage xeriscaping, retrofit programs, etc.	2	PL
Objective 1.5: Promote a tiered payment scale with lower per-gallon fees for the first five or ten thousand gallons used, and higher per-gallon fees for greater amounts used.		
Action 1.5.1: While this is out of the City's control, express this desire in meetings with the GBRA or resolutions.	3	UT, CA
Objective 1.6: Determine how best to use water distribution and availability as a growth management tool.		


Action 1.6.1: Use the existing Water Advisory Board to research how other similar cities are doing this.	1	CA, CC, UT
Action 1.6.2: Develop a utility tie-in requirement and use it.	2	BI, PZ, UT
Objective 1.7: Address homeland security issues as they relate to any water supplies for the City of Bulverde.		
Action 1.7.1: Have an expert/consultant meet with staff and strategize on what needs to be done.	3	CA
Infrastructure Goal 2: To protect the environment, promote the provision of central sewerage in appropriate areas.		
Objective 2.1: Develop a sewerage master plan that must be adhered to in plat review.		
Action 2.1.1: Begin the process of determining future location(s) of sewage treatment plant(s), lift stations, projected costs, operation and maintenance costs, and projected customer service charges.	2	PL, UT
Action 2.1.2: Begin the process of establishing impact fees for sewer infrastructure.	3	PL, UT
Action 2.1.3: Meet with the GBRA to facilitate the proposed sewerage facility at the Johnson Ranch.	1	CA, PL, UT
Action 2.1.4: Meet with any other entities that might potentially provide sewerage services in the Bulverde area.	2	CA, PL, UT
Action 2.1.5: Discuss with GBRA the possibility of a regional sewage treatment facility for western Comal County.	2	PL, CA, UT
Action 2.1.6: Formulate criteria for "appropriate areas."	2	PZ
Action 2.1.7: Utilize a CIP to help accomplish above actions.	1	CA
Objective 2.2: Develop a plan for the maintenance of aging septic systems in existing subdivisions.		
Action 2.2.1: Investigate what other areas are doing to ensure safe decentralized sewerage and then enact appropriate policies.	2	PL, BI
Action 2.2.2: Develop a policy on what to do with abandoned septic systems.	1	BI, PL
Action 2.2.3: Develop a reimbursement program for inspections.	3	CA, PL
Action 2.2.4: Develop an educational program.	2	PL
Infrastructure Goal 3: Address stormwater drainage issues in both existing and future developments.		
Objective 3.1: Correct existing drainage problems on a priority basis and within budget constraints.		
Action 3.1.1: Use the CIP to prioritize drainage problems and projects.	2	CA, PL
Action 3.1.2: Coordinate efforts with FEMA and the Corp of Engineers.	2	CA, PL
Objective 3.2: Develop a Storm Drainage Policy and Master Plan.		
Action 3.2.1: Promote "low-impact" type development in the City's subdivision regulations.	2	PL, PZ
Action 3.2.2: Investigate whether it would be feasible to develop a drainage impact fee or similar funding for meeting infrastructure needs for new development.	2	PL, AT
Action 3.2.3: Require the use of pretreatment devices and other Best Management Practices to remove major contaminants from storm water before leaving the site.	2	PL

Action 3.2.4: Develop plans for protection and enhancement of natural drainage channels and structures, i.e. (Cibolo Creek and its tributaries).	2	PL
Objective 3.3: Strictly enforce all drainage-related rules and regulations in new developments		
Action 3.3.1: Determine the best way to delineate the flood plain; use GIS to project how the flood plain will change with increasing development.	2	PL
Action 3.3.2: Regulate development within tributary watersheds that affect the 100-year flood plain to maintain the regulatory floodway, and restrict filling and encroachment within the floodplain. Assure a close and positive working relationship with FEMA.	2	PZ, PL
Action 3.3.3: Develop and/or strengthen erosion and sedimentation control standards for all construction and development.	3	PL, CA
Infrastructure Goal 4: Maintain and improve the condition of existing city streets and ensure that future roads are built to lasting standards while preserving aesthetic integrity.		
Objective 4.1: Ensure convenience and usability of road network for use of citizens		
Action 4.1.1: Identify areas of conflict and plan for remedies.	2	PL
Action 4.1.2: Inventory signage and determine additional needs.	3	PL
Objective 4.2: Adopt a street maintenance policy that emphasizes quality repairs that last.		
Action 4.2.1: Establish a street inventory that includes condition, width and age, and update it on a regular basis	1	PL
Action 4.2.2: Establish a program to address road shoulder maintenance	2	CA, PL
Action 4.2.3: Ensure adequate staffing for road maintenance.	2	CA
Objective 4.3: Ensure that subdivision standards require quality roads that minimize future maintenance.		
Action 4.3.1: Consult with experts about road standards in the city's current subdivision ordinance	3	PL
Objective 4.4: Ensure that future roads and road improvements take into consideration the rural ambience of the Bulverde area and not just the rapid movement of vehicles.		
Action 4.4.1: Meet with MPO and TxDot representatives to let them know what the City of Bulverde wants.	1	PL, CA
Infrastructure Goal 5: Coordinate future infrastructure improvements to ensure the most economical, effective and aesthetic provision and maintenance of infrastructure (water, sewer, drainage, streets, and communications).		
Objective 5.1 Coordinate future infrastructure improvements to ensure the most economical and effective provision and maintenance of infrastructure (water, sewer, drainage, streets, and communications).		
Action 5.1.1: Promote the use of single ditches for multiple purposes.	2	PL
Action 5.1.2: Use the CIP to encourage growth in areas appropriate to the proposed land use and density.	2	PL, PZ, CA
Action 5.1.3: Meet with utility providers (telephone, cable, etc.) to determine the issues involved with underground versus overhead wires/cables.	2	CA, PL, UT


Action 5.1.4: Revise the subdivision standards to require underground utilities within new developments.	2	PZ, CC
Action 5.1.5: Establish a policy for converting existing utilities.	2	PZ
Objective 5.2: Coordinate the provision of all infrastructure facilities to best use their potential as growth-shapers and customer services.		
Action 5.2.1: Use the CIP to encourage growth in areas appropriate to the proposed land use and density.	1	PZ, PL
Objective 5.3: Encourage underground utilities.		
Action 5.3.1: Meet with utility providers (telephone, cable, etc.) to determine the issues involved with underground versus overhead wires/cables.	2	PL, CA, UT
Action 5.3.2: Revise subdivision standards to require underground utilities within new developments.	2	PZ, CC UT

	<h3>Transportation</h3> <p>Sunrise 2025: Bulverde has a transportation network that enables its citizens to ‘get around’ safely and conveniently, but whose design standards help retain the community’s rural Hill-Country ambience.</p>	
Goals, Objectives and Actions	Priority	Responsible Entity
Transportation Goal 1: Promote a transportation network that is safe and efficient while at the same time discourages high speeds, four-lane roads and heavy traffic within the City.		
Objective 1.1: Develop a Transportation Master Plan and Policy.		
Action 1.1.1: Implement the Transportation Master Plan, periodically review it, and use the CIP to prioritize projects.	1	CC, PZ, PL
Action 1.1.2: Make Comal County and TxDot aware of our plans and policies by participating in their critical committee meetings.	1	PL, CA
Action 1.1.3: Review street and thoroughfare design standards with the intent of enabling aesthetically pleasing as well as safe roads.	1	PL, PZ
Action 1.1.4: Investigate whether Community Improvement Projects (CIPs) would be useful tools for improving Bulverde’s transportation network.	3	PL, CA
Objective 1.2: Work as closely as possible with the MPOs, TxDOT and the Comal County Road Department to ensure that their plans take into consideration the desires of the citizens of Bulverde.		
Action 1.2.1: Establish periodic meetings with above entities.	2	CA
Action 1.2.2: Identify and implement ways to get the public more involved.	2	PL
Action 1.2.3: Assure city staff attends critical committee meetings of above entities.	2	CA
Transportation Goal 2: Support transportation alternatives to the automobile such as hike/bike networks and pedestrian circulation.		


Objective 2.1. Develop transportation strategies that will reduce dependence on the automobile and continue to ensure the city's clean air quality		
Action 2.1.1: Establish carpool parking areas.	3	PL
Action 2.1.2: Increase awareness of and encourage the use of alternative transportation options.	3	PL
Action 2.1.3: Pass resolution to support AACOG's Clean Air Plan for the San Antonio MSA.	2	CC
Action 2.1.4: Implement of Bike/Pedestrian pathways that would connect the various subdivisions throughout Bulverde as well as promote the health and general well-being of the citizens of Bulverde	2	CC
Action 2.1.5: Review subdivision standards and revise as necessary to encourage pedestrian/bicycle pathways/sidewalks within a development as well as their connectivity to pathways in other subdivisions	1	PL, PZ, CC
Action 2.1.6: Identify funding sources.	2	CA
Action 2.1.7: Investigate the possibilities of utilizing VIA Park-and-Ride.	3	PL

	Heritage/Heritage Preservation Sunrise 2025: Bulverde is a community with a unique and vibrant historical heritage.	
	Goals, Objectives and Actions	Priority Responsible Agency
Historical/Heritage Preservation Goal 1: Preserve and enhance Bulverde's heritage.		
Objective 1.1 Use and/or develop tools to preserve and enhance Bulverde's heritage.		
Action 1.1.1: Prepare a historic preservation plan.	2	PL, PZ, AT
Action 1.1.2: Prepare a historic preservation ordinance.	2	AT, PL
Action 1.1.3: Establish a Historic District/Overlay Zone with design guidelines to coordinate commercial signage.	2	PZ, PL, CC
Action 1.1.4: Establish a Historical Society.	3	CC, PL
Action 1.1.5: Work closely with the Comal County Historical Commission and other established groups that work to preserve the history and heritage of the area.	3	CA, PL
Action 1.1.6: Investigate the possibility of pursuing the Texas Historical Commission's Certified Local Government designation.	2	PL
Objective 1.2: Improve communication and interaction in Bulverde.		
Action 1.2.1: Install directional signs to "old town", Spechts, Anhalt, etc.	2	CA
Action 1.2.2: Install a community sign to tell about upcoming events.	2	CA
Action 1.2.3: Begin a column in the newspaper that would be an old-fashioned "gossip" column.	3	CA

Action 1.2.4: Set up a notice tree for schools, town activities, City Council, churches and social activities.	2	CA
Action 1.2.5: Investigate the possibility of establishing a Bulverde radio station.	3	PL
Action 1.2.6: Establish story-telling programs to tell the history of Bulverde (oral history).	3	PL
Action 1.2.7: Establish some form of town crier, maybe www.towncrier.com.	3	CA
Action 1.2.8: Develop a quarterly newsletter from city hall.	3	CA, PL
Historical/Heritage Preservation Goal 2: Preserve and enhance historic and archeological sites and other unique aspects of the community.		
Objective 2.1 Preserve and promote historical structures (fences, windmills, buildings, etc.), documents, artifacts, traditions, photographs and memorabilia that demonstrate the historical heritage of Bulverde.		
Action 2.1.1: Identify and procure sites as resources permit.	2	PL
Action 2.1.2: Encourage new building of old style rock fences, windmills, etc.	2	PZ, PL
Action 2.1.3: Develop a museum for historical/heritage artifacts and information.	2	CC, PL

	Economic Development Bulverde 2025: Bulverde has a diverse economy that provides its citizens with a variety of job opportunities while maintaining our Hill Country charm.	
	Goals, Objectives and Actions	Priority Responsible Agency
Economic Development Goal 1: Promote appropriate economic development.		
Objective 1.1: Develop a strategic economic development plan that includes goals, action items and timelines.		
Action 1.1.1: Determine areas and locate sites for potential development.	1	PL, PZ
Action 1.1.2: Ensure that the City provides desired services within its abilities and budget constraints.	1	CA, UT
Objective 1.2: Encourage balanced business and commercial development that reflects Bulverde's up-scale, hill country, and semi-rural ambience.		
Action 1.2.1: Discourage heavy industrial development and the establishment of enterprises that are too large, produce overcrowding, excessive traffic and pollution.	1	PL, PZ
Action 1.2.2: Enact ordinances to regulate allowable commercial/industrial uses, especially big-box retail.	1	CC, PZ
Economic Development Goal 2: Diversify and expand the tax and economic base through the promotion of desired businesses and activities.		

Objective 2.1: Work to develop relationships/alliances with the Chamber of Commerce, interested citizens and other civic groups in the surrounding areas in order to collaboratively develop leads for Bulverde.		
Action 2.1.1: Set up meeting(s) with appropriate entities and interested citizens to brainstorm on how to develop these relationships.	2	CA, PL, CC
Action 2.1.2: Enact policies to facilitate cooperative relationships.	2	CC
Action 2.1.3: Tie into various incubator programs in the surrounding area to work with new business startups and market our area as a relocation option for these businesses.	3	CA, PL, CC
Action 2.1.4: Pursue a higher education campus for the City of Bulverde.	2	CA, PL, CC
Objective 2.2: Promote the attractiveness of Bulverde to higher paying industries by improving cultural and recreational amenities.		
Action 2.2.1: Implement open space, trails, and other goals of Comprehensive Plan that made other cities attractive and desirable	1	CC
Action 2.2.2: Use the Comprehensive Plan as a marketing tool to desirable business prospects.	1	PZ, PL, CA, CC
Objective 2.3: Promote Bulverde as an attractive center for retailing, health care, entertainment and education.		
Action 2.3.1: Develop a marketing plan and outreach program.	2	CC, PL
Action 2.3.2: Contact developers that have experience in our targeted businesses.	3	CC, PL
Action 2.3.3: Ensure that all future development fits into the scale and character of Bulverde.	1	PZ, PL, CC
Action 2.3.4: Encourage architecture consistent with the old hill country style.	1	PZ, PL

	Community Development Sunrise 2025: Bulverde is an attractive community that has preserved the appearance and amenities of a rural environment.	
	Goals, Objectives and Actions	Priority Responsible Agency
Community Development Goal 1: Preserve the natural/rural character of the city as much as possible.		
Objective 1.1: Use the relaxed atmosphere of the Hill-country to Bulverde's advantage.		
Action 1.1.1: Tie into a marketing program as called for in Chapter 8.	2	CC
Objective 1.2: Maintain the natural feel of the area.		
Action 1.2.1: Enforce what we already have (i.e. rules, regulations and policies).	1	PZ, BI, PL
Action 1.2.2: Pass design and construction standards as recommended in the Comprehensive Plan.	1	PZ, CC

Objective 1.3 Establish an annexation program that protects and enhances the quality of life in the City of Bulverde.		
Action 1.3.1: Develop and implement an annexation plan as called for in the Comprehensive Plan.	2	PZ, CC
Objective 1.4: Facilitate open communication and cooperation among property owners, developers, city staff and others involved in all aspects of housing in Bulverde		
Action 1.4.1: Promote a customer-friendly but strict attitude among city staff when considering housing development plans.	2	BI, CA
Action 1.4.2: Create user-friendly information packets, etc. for newcomers and existing residents that explain the development rules, regulations and incentives in the City of Bulverde.	3	BI, PL
Community Development Goal 2: Encourage an aesthetically pleasing appearance for the city.		
Objective 2.1: Determine how best to prevent hodge-podge or bland development		
Action 2.1.1: Enact design guidelines, overlay zones, etc. as recommended in Comprehensive Plan.	1	PZ, CC
Objective 2.2: Promote city beautification.		
Action 2.2.1: Work with TxDot and Comal County to promote landscaping along roadways.	2	CA, PL
Action 2.2.2: Enact ROW landscaping guidelines for city parkways, arterials and collectors.	1	CC
Action 2.2.3: Provide gateway signs and landscaping to welcome residents and visitors at each of the major corridors into the city.	2	CA, PL
Community Development Goal 3: Encourage tasteful development of all kinds including affordable housing, roads, signs, lights, buildings, parks, and some higher density type development where appropriate.		
Objective 3.1: Strengthen city codes and ordinances to eliminate unsightly areas with a minimum use of city resources.		
Action 3.1.1: Evaluate and improve existing ordinances related to signage, nuisance, animal control, etc.	2	PL, PZ
Objective 3.2: Enforce city ordinances regarding property maintenance in a prompt and fair way.		
Action 3.2.1: Develop a centralized code enforcement program with adequate staffing and resources.	2	CA, BI
Objective 3.3: Encourage private participation in beautification.		
Action 3.3.1: Get the Chamber of Commerce to give out an annual beautification award to businesses that promote high architectural and design standards.	2	CC, PL
Objective 3.4: Enhance litter control programs.		
Action 3.4.1: Get the "Adopt a Street" program under way.	2	PL
Community Development Goal 4: Make people feel like a part of a community.		
Objective 4.1: Make the city more visible.		
Action 4.1.1: Implement the above through appropriate policies and procedures.	2	CC
Objective 4.2: Make Bulverde's first impression unique so people will know when they enter Bulverde.		

Action 4.2.1: Implement the goals above.	2	CC
Objective 4.3: Improve the City's public relations and communication.		
Action 4.3.1: Refer to Historical/Heritage Objective 1.2.	2	CC, PL
Community Development Goal 5: Develop an "old village center" with defined edges.		
Objective 5.1: Make the Village of Bulverde more identifiable.		
Action 5.1.1: Use the new City Hall as a focal point for community activities.	1	CA, CC, PL
Action 5.1.2: Enact signage, design standards, and overlay zones called for in the Comprehensive Plan.	1	PZ, CC
Objective 5.2: Encourage people to visit the Village of Bulverde.		
Action 5.2.1: Work with the Chamber of Commerce to develop strategies that make Bulverde attractive to visitors.	3	PL, CC
Action 5.2.2: Attract appropriate businesses as stated in Chapter 8.	2	CA, CC
Community Development Goal 6: Preserve existing neighborhood integrity and create livable neighborhood environments.		
Objective 6.1: Facilitate the development of housing to meet the needs of the disabled, elderly and other special needs populations.		
Action 6.1.1: Look for grants from governments, non-profits and other NGOs to achieve Objective 6.1.	2	CA, PL
Action 6.1.2: Take advantage of any opportunities to educate city staff about grant opportunities.	2	CA
Action 6.1.3: Ensure more flexible codes as stated in Chapters 3 and 10.	2	PZ, PL, CC