

**REVISED
AGENDA
NOTICE OF MEETING OF THE CITY COUNCIL OF
SHAVANO PARK, TEXAS**

This notice is posted pursuant to the Texas Open Meetings Act. Notice hereby given that the City Council of the City of Shavano Park, Texas will conduct a Budget Workshop on Monday, June 6, 2023, immediately following the City Council Special Meeting which is scheduled to begin at 12:00 p.m. at 900 Saddletree Court, Shavano Park City Council Chambers for the purpose of considering the following agenda:

1. CALL MEETING TO ORDER

2. PLEDGE OF ALLEGIANCE AND INVOCATION

2a. CITIZENS TO BE HEARD

The City Council welcomes “Citizens to be Heard.” If you wish to speak, you must follow these guidelines. **As a courtesy to your fellow citizens and out of respect to our fellow citizens, we request that if you wish to speak that you follow these guidelines.**

- Pursuant to Resolution No. 04-11 citizens are given three minutes (3:00) to speak during “Citizens to be Heard.”
- Only citizens may speak.
- Each citizen may only speak once, and no citizen may pass his/her time allotment to another person.
- Direct your comments to the entire Council, not to an individual member.
- Show the Council members the same respect and courtesy that you expect to be shown to you.

The Mayor will rule any disruptive behavior, including shouting or derogatory statements or comments, out of order. Continuation of this type of behavior could result in a request by the Mayor that the individual leave the meeting, and if refused, an order of removal. In compliance with the Texas Open Meetings Act, no member of City Council may deliberate on citizen comments. (Attorney General Opinion – JC 0169)

3. CITY COUNCIL COMMENTS

Pursuant to TEX. GOV’T CODE §551.0415(b), the Mayor and each City Council member may announce city events/community interests and request that items be placed on future City Council agendas. “Items of Community Interest” include:

- expressions of thanks, congratulations, or condolences;
- information regarding holiday schedules;
- an honorary or salutary recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in status of a person’s public office or public employment is not honorary or salutary recognition for purposes of this subdivision;
- a reminder about an upcoming event organized or sponsored by the governing body;
- information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended

- by a member of the governing body or an official or employee of the municipality or county; and
- announcements involving an imminent threat to the public health and safety of people in the municipality or county that has arisen after posting of the agenda

4. REGULAR AGENDA ITEMS

- 4.1. Presentation / discussion - Budget Development Assumptions - Finance Director**
- 4.2. Presentation / discussion - Review of Budget Calendar - Finance Director**
- 4.3. Presentation / discussion - City Council Goals, Objectives and City Council guidance for FY 2023-24 budget - Council**
- 4.4. Presentation / discussion - Staff Goals, Objectives and City Council guidance for FY 2023-24 budget - City Manager / Directors**
- 4.5. Presentation / discussion - 2023 Risk Assessment - City Manager / Directors**

5. ADJOURNMENT

Executive Sessions Authorized: This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes a written interpretation of TEX. GOV'T CODE CHAPTER 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy TEX. GOV'T CODE §551.144(c) and the meeting is conducted by all participants in reliance on this opinion.

Attendance by Other Elected or Appointed Officials:

It is anticipated that members of City Council or other city board, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the other city boards, commissions and/or committees. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of the other boards, commissions and/or committees of the City, whose members may be in attendance. The members of the boards, commissions and/or committees may participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that board, commission or committee subject to the Texas Open Meetings Act.

The facility is wheelchair accessible and accessible parking spaces are also available in the front and sides of the building. The entry ramp is located in the front of the building. Sign interpretative services for meetings must be made 48 hours in advance of the meeting. Call the City Secretary at 210-581-1116 or TDD 1-800-735-2989.

CERTIFICATION:

I, the undersigned authority, do hereby certify that the above Notice of Meeting was posted at Shavano Park City Hall, 900 Saddletree Court, at a place convenient and readily accessible to the general public at all times, and said Notice was posted on the 2nd day of June 2023 at 2:30 p.m.

Kristen M. Hetzel
City Secretary

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 6, 2023

Agenda item: 4.1

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Discussion / action - Budget Development Assumptions - Finance Director

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Attachments for Reference:

a) Initial Budget Development Assumptions

BACKGROUND / HISTORY:

City Staff has prepared a number of initial budget assumptions for Council review and guidance.

DISCUSSION:

Assumptions developed early on assist staff in developing the proposed budget. For example, an assumption may be that employee compensation may increase by 5.9% or that employee insurance premiums may increase by 10%. The actual rates may not be determined until after the City Manager proposes the initial budget. Should Council want to modify the tax rate, then the development of an assumed amount (target) may be helpful. The ability to do this would ultimately come down to balancing resource requirements with projected revenues. The budget assumptions on the power point are those used in the initial development of the FY2024 budget and are a starting point for Council discussions.

The Finance Director will review assumptions briefly. Over the next month, several assumptions will be identified and the implications on the proposed budget will then be reflected (e.g., health care costs, TMRS contribution rate and payroll raise, etc.)

COURSES OF ACTION: 1) Review assumptions and provide consensus and guidance as to revisions.

FINANCIAL IMPACT: N/A

MOTION REQUESTED: N/A; consensus on assumptions is desired.

4.1 BUDGET ASSUMPTIONS



- Quality of City services will remain at existing levels with incremental improvements; City Council objectives will be funded
- Staffing will not exceed existing levels (51)
- The City will efficiently use and protect Fiscal Resources
- The overall tax rate will not exceed the Voter Approval rate, initial planning reflects a 1¢ increase to \$.307742/\$100. (Other options: not to exceed requirements of a reduced tax rate, the current tax rate, the No-New-Revenue tax rate)
- The 1¢ increase in the tax rate will be applied to the I&S rate
- The City will maintain a GF reserve of approximately 41% (~\$2.5 M / FY22)
- Unassigned fund balance should be used for emergencies or one-time expenditures, not for continuing operations

4.1 BUDGET ASSUMPTIONS



- Current expenditures will not exceed current revenues (balanced budget)
 - Health Care costs are expected to increase, FY24 rates to maintain existing plans increase 31%. The City's monthly contribution is currently \$675 for each of 44 employees (4 do not participate, 3 current vacancies).
 - Compensation increase – retain staffing, esp in Fire, PD and PW/W. Implemented hiring incentives during FY23, retainage considerations for current employees.
 - The City's TMRS contribution initially budgeted at 14.75% (currently rate is 14.57%, rate letters issued in June for CY24).
- The scheduled yearly contribution to the Capital Replacement Fund, for future capital purchases, will be fully funded (or funded to targeted amount - not to exceed requirements of the current tax rate, the No-New-Revenue tax rate, or the Voter-Approval tax rates?) Use of remaining ARPA funding considered for capital needs (must be obligated by 12/31/2024).

4.1 BUDGET ASSUMPTIONS

Together We Can!



- A 5% increase in last year's property tax revenue (M&O) = \$ 201,000
- A 10% increase in last year's property tax revenue (M&O) = \$ 402,000
 - Does not include other sources of revenue
- Estimated property tax revenue scenarios using BCAD "Preliminary" valuations as of 4/25/2023, total net taxable value \$1,813,581,568:
 - @ current tax rate of \$0.297742 with 1 cent increase in I&S Rate
 - Additional property tax revenue (M&O) = \$ 260,000
 - Additional property tax revenue (I&S) = \$ 200,000
 - @ current tax rate of \$0.297742 plus 1 cent (\$0.307742) with 1 cent increase in I&S Rate
 - Additional property tax revenue (M&O) = \$ 390,000
 - Additional property tax revenue (I&S) = \$ 197,000

4.1 BUDGET ASSUMPTIONS

Together We Can!



- A 5% COLA increase in only the GF compensation = \$ 178,000
 - Does not include other benefit costs or step increases
 - Step increases projected to be approximately \$90,000

Last year, \$281,000 of American Rescue Act Funds were allocated to both special projects and normal capital replacement requirements.

Despite increased appraisal valuations, a 1 cent increase in the tax rate is most likely required to maintain level of support.

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 6, 2023

Agenda item: 4.2

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Discussion / action - FY 2023-24 Budget Calendar – City Manager/ Finance Director

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Attachments for Reference:

a) Proposed FY 2023-24 Budget Calendar

BACKGROUND / HISTORY: Staff drafted the FY 2023-24 Budget Calendar to allow Council and Staff to arrange their schedules for the required meetings over the next several months.

DISCUSSION: Attached is the Proposed FY 2023-24 Budget Calendar.

Council should consider the proposed budget calendar meeting schedule and provide guidance as necessary. Council has approved the dates for the first two budget workshops (June 6th at 12:00 pm and Monday, June 26th at 5:00 pm, prior to the regular June meeting).

Prior to the first workshop, Staff will present to Council each Directorate's / Department's draft goals and objectives for the upcoming fiscal year. Some of these will be service related and some will be resources related. Critical objectives will be planned by staff to be fully funded in the budget. In a number of cases, the funding of other objectives (requirements) in the budget will be based upon the staff's ability to operate within the projected revenues. Thus, planned objectives may be deferred to future years.

This calendar provides for the City Council establishing overarching Goals and Objectives as you have in the past. Typically, the eight goals established in previous years do not vary significantly, but the objectives do change as priorities and requirements evolve and other objectives are accomplished. This is an important element of guidance provided to staff for the entire year, but also those objectives that require fiscal funding must be included in the budget.

Council assumptions developed early on assist staff in prioritizing and developing the budget. For example, an assumption may be that employee compensation wages may rise by 5% or that medical insurance costs may rise by 10%. The actual rates may not be determined until after the City Manager proposes the initial budget. Should Council want to lower the tax rate, the development of an assumed amount (target) would be helpful. The ability to do this ultimately comes down to balancing services and resource requirements with projected revenues.

Note: Staff intends to present the budget as early as possible. Considering the certified tax rolls are not provided to the City until approximately July 25th (last year the certified rolls were provided on July 25th) and the No-New-Revenue, Voter-Approval and Deminimis tax rates are not provided until after that date (City received calculations on July 29th) – presenting the record City Manager budget is scheduled for August 3rd.

Staff anticipates the requirement to approve the budget and tax rate at the normally scheduled City Council meeting on September 18th will meet the timetable from the Bexar County Tax Assessor's Office for timely preparation and mailing of the tax bills on October 1. This schedule anticipates scheduling a special City Council meeting on September 11th for the first reading of the budget/public hearing.

COURSES OF ACTION: 1.) ~~Approve the first two budget workshops of June 14 and June 26 or approve alternate dates or times~~
2.) ~~Accept the Budget Calendar as submitted or provide further guidance for remainder of the Budget Calendar~~

FINANCIAL IMPACT: N/A

MOTION REQUESTED: N/A

CITY OF SHAVANO PARK

PROPOSED BUDGET CALENDAR FOR FY 2023-24

2023

*****Planning*****

20 - 28 April	Receive Preliminary Property Tax Report; pass to Council
1 – 12 May	Department Budget Meetings with General Fund Departments - FY 2023 -24 Goals, Objectives, Unfunded Requirements
Monday 8 May	Water Advisory Committee FY 2023-24 Goals and Objectives, Revenues

*****Preparation*****

Tuesday 6 June	Council Workshop 12:00 noon – Set Initial Goals, Objectives and Budget Guidance
Monday 19 June	Water Advisory Committee Meeting / Budget Workshop (Expenses, G&O)
19-30 June	Prepare Revenues for Preliminary Budget
Monday 26 June	Council Workshop – Budget Basics, Staff Analysis of Council Objectives, Compensation, Employee insurance (before regular City Council meeting – 5:00pm)
Monday 10 July	Water Advisory Committee Meeting - Recommendation of initial Water Utility Fund Budget
Wednesday 12 July	Budget Work Shop 5:00pm – Capital Replacement Funds; Expense Estimates
25 July	Bexar County Appraisal District Provides Certified Tax Roll; pass to Council
~ July 25 - August 5	Bexar County Tax Assessor Collector Calculates & Provides No-New-Revenue, Voter-Approval and Deminimis Tax Rates
Thursday 3 August	Special Council Meeting 5:30pm - <ul style="list-style-type: none"> - City Manager Submits Proposed FY 2023-24 Budget (No anticipated Council action) - Receive No-New-Revenue, Voter-Approval and Deminimis Tax Rate Calculations
Thursday 10 August	Special Council Meeting / Workshop 5:30pm <ul style="list-style-type: none"> - Discuss tax rate; if proposed tax rate will exceed the No-New-Revenue Rate, take record vote and schedule Public Hearing.

*****Review*****

Tuesday 15 August	Special Council Budget Workshop 5:30pm (if needed)
Monday 28 August	Budget Work Shop 5:00pm (if needed) / Regular Council Meeting
Wednesday 23 August or 30 August	Publication - Notice of Budget Hearings

Wednesday, 30 August or
6 September

Publication - Notice of 2023 Tax Year Proposed Tax Rate (No-New-Revenue, Voter-Approval, Deminimis)

*******Public Adoption*******

Monday 11 September

Special Council Meeting 6:30pm –

- 1st Reading of Budget/Public Hearing
- Announce meeting to adopt tax rate.

Monday 18 September

Regular Council Meeting –

- 2nd Reading of Budget/Public Hearing
- Adopt Budget by Ordinance
- Levy Tax Rate by Resolution and take record vote

CITY COUNCIL STAFF SUMMARY

Meeting Date: May 25, 2022

Agenda item: **4.3 / 4.4**

Prepared by: Bill Hill

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

4.3 Presentation / discussion - Council Goals, Objectives and City Council guidance for FY 2023-24 budget - Council

4.4 Presentation / discussion – Staff Goals, Objectives and City Council guidance for FY 2023-24 budget - City Manager / Directors

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Attachments for Reference:

- 1) Council Draft FY 2023-24 Goals and Objectives
- 2) Staff Draft FY 2023-24 Goals and Objectives

BACKGROUND / HISTORY: During the budget development process in the past eight years, City Council has prepared Goals and Objectives that inform and shape the budget. For the past few years, City Council used the eight strategic goals as developed and included in the Town Plan and assigned various objectives to each goal. This approved list was included in the annual budget as well as staff developed Departmental Goals and Objectives.

Some of these objectives are service related and some are resource related. Approved objectives will be planned by staff to be funded in the budget. In a number of cases, the funding of objectives (requirements) in the budget will be based upon the staff's ability to operate within the projected revenues. Thus, planned objectives may be deferred to future years and as the budget evolves, initial objectives that are not be funded will be dropped.

DISCUSSION:

4.3 Council Goals and Objectives. Using last year's approved list of Council goals and objectives, staff updated the list by striking though those objectives that have been or will be completed and making minor revisions as a starting point in the process (see Attachment 1).

Staff recommends that Council first review the Goals and revise / add to the list. Once goals are established, Council will establish supporting objectives. Written input produced prior to the meeting or at the meeting by individual Aldermen / Mayor which can be distributed to the entire Council is most helpful in facilitating the discussion (staff can make copies in advance for distribution to each Council member).

The City Manager will provide an overview of the process. Directors are prepared to review changes in the proposed goals and objectives. Finally, Council should continue discussion on the proposed overall City Goals and Objectives.

4.4 Staff Goals and Objectives. Staff has worked a draft listing of FY 2023-24 departmental goals and objectives by department (Attachment 2). Council should review these listings of goals and objectives as a starting point for adopting some of the Staff objectives as Council objectives.

NOTE: Within the draft staff objectives, Directors submitted a number of objectives which may need supporting justification and several may not end up being funded during the proposed budget year. As we work through the budget, purchase and replacement of Capital items will be prioritized and a final proposal will be worked.

COURSES OF ACTION: Revise and add to the draft FY 2023-24 goals and objectives as appropriate.

FINANCIAL IMPACT: Varies depending on costs associated with approved Objectives.

MOTION REQUESTED: N/A; provide guidance on goals and objectives and reach consensus on updates.

Strategic Goals and Objectives

Strategic Vision

Shavano Park strives to be the premier community in Bexar County, preserving and celebrating its natural setting and small town traditions amid the surrounding area's urban growth.

Mission

The City of Shavano Park provides exceptional leadership and delivers exemplary municipal services in a professional, cost-effective and efficient manner to citizens, business owners and visitors to facilitate economic growth and enable an exceptional quality of life and workplace consistent with our small town values and character.

Values

- Honesty
- Integrity
- Accountability
- Excellence
- Professionalism
- Innovation
- Inclusiveness
- Open, clear, proactive and transparent communications and Government
- Responsiveness and Customer Service

Essential Task List

- Provide, Efficiently Use, and Protect Fiscal Resources
- Maintain Effective Staffing Resources
- Provide and Maintain Infrastructure
- Maintain a Superior Water System
- Provide Police Services
- Provide Fire / EMS Services
- Conduct Municipal Planning
- Enforce Ordinances / Standards consistently
- Provide Outstanding Customer Service to citizens and visitors
- Identify and Manage Risk

Strategic Goals

1. Provide excellent municipal services while anticipating future requirements
2. Protect and provide a city-wide safe and secure environment
3. Preserve City property values, protect fiscal resources and maintain financial discipline
4. Maintain overall excellent infrastructure (buildings, streets and utilities)
5. Enhance and support commercial business activities and opportunities
6. Enhance the City image and maintain a rural atmosphere
7. Promote effective communications and outreach with citizens
8. Mitigate storm water runoff

Objectives

1. Provide excellent municipal services while anticipating future requirements

- Provide exceptional customer service to citizens and visitors
- Consistently enforce ordinances / policies
- Engage residents to participate in municipal planning
- Review Contracts / Professional Services and request RFQs as appropriate
- Fully fund Capital Replacement requirements as scheduled
- Resource compensation study recommendations adopted by City Council to ensure City pay scale is within current market range

2. Protect and provide a city-wide safe and secure environment

- During major road construction, ensure traffic control plan is implemented safely
- Effectively conduct “Community Policing” to keep Shavano Park citizens safe
- Actively respond to citizen concerns
- Proactively pursue reduction of neighborhood crime across the city
- Consistently maintain average police and fire response times to 3-4 minutes
- Routinely emphasize friendly “customer service” and image of City while patrolling
- Proactively enforce city ordinances, criminal statutes and Texas Transportation Code provisions
- Proactively identify visible Code of Ordinance violations, improve internal staff reporting, and effectively engage residents in order to achieve compliance of the Code of Ordinance
- Assess security implications of the Huntington path / gate to the San Antonio linear park
- Effectively communicate to citizens police security efforts in crime control measures and trends
- Continue fire safety measures / improvements by reducing the risk of a forest fire for all

municipal areas in coordination with the Texas A&M Forest Service

- ~~Continue to implement Winter Storm Uri safety recommendations~~
- Continue participating in the Bexar County Hazard Mitigation Plan. Consider joining the Bexar County inter-jurisdictional emergency management program allowing shared emergency management duties in a catastrophic event
- ~~Annually reevaluate~~ ~~Reassess~~ risk assessments for all departments ~~annually~~

3. Preserve City property values, protect fiscal resources and maintain financial discipline

- Investigate revenue enhancement options
- Continue growth of the Tree Preservation & Beautification Fund (~~formerly Oak Wilt Fund~~)
- Maintain the City's online financial transparency webpage (<https://shavanopark.org/finances>)
- Earn Government Finance Officers Association Budget Award
- Maintain Reserves in accordance with our Fund Balance Policy
- Ensure detailed accounting and records for both ARPA and Street Bond funds
- ~~Complete water projects supported by the Bexar County ARPA ILA / Funds~~

4. Maintain excellent infrastructure (buildings, streets and utilities)

- ~~Update the 2018 Town Plan as a Comprehensive Planning document~~
- Implement 2023 Town Plan initiatives as appropriate
- ~~Complete engineer planning for Phase I Street Maintenance Program; compete contract; and initiate~~ Continue reconstruction of streets identified in Phase IA; identify and initiate repaving of additional Phase IA streets using 2022 Bond Funds
- ~~Complete engineer planning for DeZavala Drainage and Road Improvement Project; pending Federal funding compete contract; Final Federal Funding agreements; compete contract; and initiate construction~~
- Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats
- Pursue high speed internet opportunities for residential neighborhoods
- Consider options for using the 3rd ~~year~~ remaining American Rescue Plan Act Funds
- Consider options for street repairs / restoration for Phase II of the 25-30 year restoration program
- ~~Complete installation of an Emergency Generator for Fire / PW~~
- Continue to implement asphalt preservation applications within Shavano Creek and major arterials; applications include crack seal to assist in maintaining pavement conditions
- ~~Continue to implement Winter Storm Uri infrastructure recommendations as appropriate~~
- Protect existing trees, landscaping, and grounds of the overflow City Hall Parking area, while streets and road construction crews use the area
- Maintain essential public water infrastructure to include a capital replacement program.
 - Continue to evaluate water system isolation valves and develop recommendations

- ~~• Conduct water line replacement of all long water services on the old Shavano Park side in preparation for the street bond program~~
- Extend and reroute water mains and services in cul-de-sacs to prepare for street bond program
- Continue coordination with TxDOT city requirements for NW Military Hwy improvement project scheduled for 2021-23
- ~~• Assess the mold and humidity situation within City Hall and remediate as appropriate~~

5. Enhance and support commercial business activities and opportunities

- Actively participate with City developers to shape and influence commercial activities that posture the City of Shavano Park for future success
- Pursue high speed internet opportunities for businesses
- Continue to survey Shavano Park businesses concerning city support
- Continue to maintain an updated business directory supplement and include in the Shavano Park resident directory
- ~~• Emplace a City Hall Playground Shade Cover~~

6. Enhance the City Image while maintaining a rural atmosphere

- Emphasize friendly customer service and make opportunities to engage with public
- Continue Tree City USA recognition
- Continue and promote Firewise recognition; investigate additional muni-tract Firewise projects
- Maintain and promote National Wildlife Federation recognition as a Community Wildlife Habitat
- Continue to support the landscaping plan for the City Monument at City Hall and other city properties
- Citizen's committee to **begin** **continue** development of recommendations and funding requirements for possible foliage replacement on NW Military Highway
- Maintain the Lockhill Selma median
- Consider building a splash pad play area
- Continue to coordinate with Bitterblue, Inc. and TxDOT for completion of sidewalk / trail from NW Military Highway to link up with the Salado Creek Greenway Trail
- Support the City of San Antonio completion of sidewalks on the east side of Lockhill-Selma between DeZavala and Huebner
- ~~• Improve and maintain the nature trail adjacent to City Hall; Implement a \$10,000 project as the Starr Family Municipal Tract Trail Project~~
- Incremental improvements to the Cliffside trail accessibility and safety for pedestrians and cyclists; reduce rock obstacles at vicinity of the north-west trail turn

7. Promote effective communications and outreach with citizens

- Maintain and continue to improve the City Communications Plan
- Ensure timely communication to citizens and businesses on the progress of NW Military Highway / Phase **IA and IB** Street program construction and traffic control
- Conduct up to six City sponsored events (City-wide Garage Sale, Arbor / Earth Day, Independence Day, National Night Out, Trunk or Treat, Holiday Event)
- Support the City of Shavano Park celebration of Fiesta in coordination with Arbor / Earth Day with Fiesta Medals
- Maintain City website and evaluate additional website applications
- Conduct written engagements with Citizens (Water System, Town Plan, RR Stickers, Key Numbers, i-INFO)
- Continue to conduct website surveys
- ~~Complete the publishing of a Community Directory in 2023~~
- Consider further implementation options for the ~~2018~~ 2023 Comprehensive Town Plan
- Improve outreach in order to grow the Neighborhood Watch Program

8. Mitigate storm water runoff

- ~~Complete the engineering plan for the DeZavala culvert and storm water drainage project~~
- ~~Pending~~ **Finalize** federal funding, initiate construction on the DeZavala culvert and storm water drainage project
- Support the mitigation of stormwater problems throughout the City
- Continue to assess the previously approved Drainage Study for implementation opportunities
- Provide maintenance of our storm water system, including inlets and channels, ensuring proper drainage into our watersheds to include brush clearing projects
- **Finalize the** collaboration with TxDOT regarding Northwest Military Highway drainage improvements
- **Continue** engagement as an active participant with the Texas Water Development Board (TWDB) Region 12 San Antonio Regional Flood Planning Group
- ~~Successfully register~~ **Track** the City's ~~two~~ **three** remaining drainage projects **for inclusion** in the ~~pending~~ Region 12 Regional Flood Plan.
- ~~Submit a request for funding to update the CoSP Drainage Plan for inclusion in the pending Region 12 Regional Flood Plan~~

Administration Department – 601

Color Code Purple

Goals:

- Effectively communicate with residents, businesses, visitors and other stakeholders
- Provide exceptional customer service and effective administration of services
- Efficiently use and protect fiscal resources through sound financial practices
- Conduct effective master planning to posture the City now and for the future
- Provide planning, research, and support to City Staff and Council
- Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats

Objectives:

Effectively communicate with residents, businesses, visitors and other stakeholders

- Maintain an informative, effective, and user-friendly website
- Survey Shavano Park businesses concerning City services; update business directory
- Update and continue implementation of the City Communications Plan
- Improve quality of staff Roadrunner articles
- Post selected Roadrunner articles on social media
- Timely convey to impacted residents information regarding Phase I street reconstruction status
- Install a Pavilion public announcement (PA) system to support City Public Access Channel planning (PEG) (Working quotes)

Provide exceptional customer service and effective administration of services

- Hire and maintain an exceptionally talented team based upon the resources available
- Provide excellent human resources services to staff
- Review and update the employee handbook as needed
- Provide training and professional development opportunities to staff, including resourcing for the Assistant City Manager to attend TML's Leadership Academy
- Effectively administer municipal elections
- Maintain excellent records management program
- Implement a plan to harden the windows and the walls of the Court office area

Efficiently use and protect fiscal resources through sound financial practices

- Provide City Council and Staff with timely, accurate financial information
- Maintain the City's online financial transparency webpage (<https://shavanopark.org/finances>)

- Earn Government Finance Officers Association Distinguished Budget Presentation Award
- Complete the City's FY23~~2~~ annual financial audit with no audit adjustments
- ~~Implement Winter Storm Uri infrastructure recommendations as appropriate~~

Conduct effective master planning to posture the City now and for the future

- Engage residents to participate in municipal planning
- Assist Council in considering options for implementing additional objectives from the 2018 Comprehensive Plan (Town Plan)
- Review and update the City Emergency Management Plan ~~with experience from Winter Storm Uri event~~
- Assess required FEMA mandated NIMS certifications; develop a training plan for certain staff positions
- Conduct an annual Emergency Operations Center training & familiarization drill

Provide planning, research, and support to City Staff and Council

- Continue to provide quality City presentations
- Consistently enforce ordinances and policies
- Coordinate with San Antonio to complete the sidewalks (Hike and Bike trail) from Huebner Road north along Lockhill Selma to connect with N. Loop 1604 as well as options to connect to the Salado Creek Trail System
- Review contracts /professional services and request RFQs/RFPs as appropriate
- Maintain Tree City USA recognition
- Maintain Scenic City recognition
- Provide effective Staff planning and support to the City Sponsored events
- Participate in 2024~~3~~ ChildSafe Cardboard Kids program to promote child abuse awareness in Bexar County
- ~~Renovate rear Council Chambers conference room to improve its professional presentation~~
- ~~Improve acoustics and lighting of Council Chambers~~

Ensure IT infrastructure facilitates efficient work and communications and is hardened to cyber threats

- Improve the accessibility of City communications by growing digital presence
- Maintain Cybersecurity Incident Response Plan in a ready state (No cost)
- Conduct semi-annual phishing email campaigns against city staff (No cost)
- Continue City participation in Multi-State Information Sharing & Analysis Center (MS-ISAC)
- Renew cloud email security service licenses
- Renew firewall licenses
- Complete Cybersecurity Awareness Training
- Renew web traffic security licenses
- Upgrade City Phone system from legacy Toshiba to a Voice-over-IP system (\$30,000)

- Upgrade City gateway firewall (\$9,000)
- Upgrade computers to Windows 11 with ARPA funds in FY24 to avoid FY25 costs (Working Scope)
- Upgrade City security event incident management (SEIM) system (\$4,000)
- ~~Expand “Cyber Guardian” award for employees for outstanding cybersecurity actions taken during normal work duties to include a quarterly Cyber Guardian Chow award~~
- ~~Replace server room air conditioning unit~~
- ~~Upgrade email server~~
- ~~Adopt a compromised password detection application for City accounts~~
- ~~Improve City backups & control rising costs with purchase of Backup and Disaster Recovery appliance~~

ADMINISTRATION PERFORMANCE MEASURES:				
Description:	Actual FY20-21	Actual FY21-22	Projected FY22-23	Target FY23-24
<i>Strategic Goal - Provide excellent municipal services while anticipating future requirements.</i> <i>Department Goal - Conduct effective master planning to posture the City now and for the future.</i>				
# of Public Meetings Held	43	53	47	42
<i>Strategic Goal - Promote effective communications and outreach with citizens.</i> <i>Department Goal - Effectively communicate with residents, businesses, visitors and others.</i>				
Average # of Monthly Unique City Website Visitors	Not measured	2,185 per month	2,106 per month	2,100 per month
<i>Department Goal - Provide exceptional customer service and effective administration of services.</i>				
# New Full Time Employees Onboarded	6	6	10	5
<i>Strategic Goal - Preserve City property values, protect fiscal resources and maintain fiscal discipline.</i> <i>Department Goal - Efficiently use & protect fiscal resources through sound financial practices.</i>				
City Maintenance & Operation Budget:				
Per Capita (Census Bureau)	\$1,341.94	\$1,571.51	\$1,629.91	\$1,687.00
Per Property (BCAD)	\$2,578.70	\$2,707.75	\$2,884.80	\$2,925.00
Tax Rate (per \$100 valuation)	\$0.287742	\$0.297742	\$0.297742	\$0.307742
% of General Fund Fund Balance	42.08%	40.79%	40.79%	41.00%
<i>Strategic Goal - Maintain excellent infrastructure (buildings, streets and utilities)</i> <i>Department Goal - Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats</i>				
Cybersecurity Awareness Training compliance	97%	100%	100%	100%

The Administration Department includes the functions of the City Manager, City Secretary/Human Resources Director, Finance Director, and Information Technology.

Municipal Court – 602

Color Code Gold



Mission Statement

The City of Shavano Park Municipal Court provides an independent forum for the fair and impartial administration of justice during the application and enforcement of the rules and laws of the United States, the State of Texas and the City of Shavano Park, in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

Goals:

- Preserve the rule of law and protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State
- Provide excellent municipal services while anticipating future requirements
- A smoothly run Municipal Court, efficiently processing the Judge's standing orders in a timely manner
- Prompt and accurate processing of Class C misdemeanor charges and collections of fines
- Assist defendants during normal daily business hours by following the Judge's standing orders and supplying correct information when requested
- Encourage and support Municipal Court staff with their professional advancement

Objectives:

- Accurately process payments
- Attend 12 hours of continuing education to maintain Level II Court Clerk Certification (Court Clerk) and Level I Court Clerk Certification (back up Court Clerk)
- Update Standard Operating Process Manual
- Continue to provide Judge and Alternative Judge with the required annual 16 hours of judicial education
- [Attend biennial legislative update training to ensure compliance with recently enacted legislation.](#)
- Reevaluate the plan to harden the windows and walls to increase security in the Court Clerk's office to maximize the available funding

MUNICIPAL COURT PERFORMANCE MEASURES:

Description:	Actual FY19-20	Actual FY20-21	Actual FY21-22	Projected FY22-23	Target FY23-24
<i>Strategic Goal - Provide excellent municipal services while anticipating future requirements.</i>					
<i>Strategic Goal - Protect & provide a city-wide, safe and secure environment.</i>					
<i>Department Goal - Prompt & accurate processing of Class C misdemeanor charges & fine collections.</i>					
Citations Resolved	1,128	1,321	1,445	1,000	1,500
Warrants Issued	269	302	562	425	500
Warrants Cleared	657	407	627	375	550
Warrant Fines & Fees					
Collected	\$ 97,176	\$ 97,396	\$ 90,273	\$ 77,000	\$ 85,000
Total Revenue Received	\$ 138,415	\$ 175,361	\$ 149,594	\$ 125,000	\$ 150,000
Total Expenditures	\$ 95,890	\$ 95,990	\$ 102,400	\$ 108,903	\$ 165,000

The City of Shavano Park Municipal Court meets one afternoon a month and employs one full time Court Clerk.

Due to the pandemic, there were no official Court proceedings March – May, July – December 2020 and January – February 2021.

Public Works Department – 603

Color Code Dark Green

Mission Statement

The Shavano Park Public Works Department conducts master planning and continuously provides essential public infrastructure services in a prompt, courteous, safe, efficient, and cost-effective manner to the citizens and business owners of Shavano Park in order to meet current and long-term infrastructure services.

Goals:

- Maintain all facilities grounds and public Right of Way (R.O.W.)/Easements
- Maintain a safe transportation corridor (street repairs and transportation maintenance)
- Maintain excellent building facilities and work towards more energy efficient concepts
- Improving employee proficiency to include educational training and development opportunities
- Mitigate storm water runoff (improve drainage culverts and infrastructure)
- Maintain strategic and logistical partnerships with governmental agencies, and consulting organizations to leverage resources essential to improving quality of service, and efficiency
- Provide excellent municipal services while anticipating future growth requirements

Objectives:

Maintain all facilities grounds and public Right of Way (R.O.W.)/Easements

- Continue the annual tree maintenance program for city grounds
- Continue to provide ground maintenance activities for the City Hall building, walking trails, pavilion, playgrounds and islands throughout Shavano Park
- Maintain current aesthetics for landscaping around the NW Military Highway, Lockhill Selma and DeZavala monuments
- Maintain or contract services to provide landscape maintenance of city hall garden areas and the Lockhill Selma medians

Maintain excellent transportation infrastructure (street repairs and transportation maintenance)

- ~~Complete engineer planning for Phase I Street Maintenance Program; compete contract; and initiate reconstruction of streets identified in Phase I~~
- Complete engineer planning for DeZavala Drainage and Road Improvement Project; pending Federal funding compete contract; and initiate reconstruction of streets identified in Phase I
- During major road construction, ensure traffic control plan is implement safely
- Continue to implement asphalt preservation applications west side of NW Military from DeZavala to S. Warbler (Shavano Creek and major arterials); application includes crack seal to assist in maintaining pavement conditions
- Complete street evaluations for the streets (northwest quadrant)
- Continue communications with TxDOT and Contractor as NW Military project progresses

- Repair and re-pave Public Works and Fire Department parking lot
- Replace the existing large commercial ice machine
- Continue to promote the use of the new online form, a pothole repair program, create a form to be available and submitted online
- Initiate additional online forms for street and transportation maintenance (i.e., street signs, and speed bumps)
- Support TxDOT and Contractor with the widening of NW Military Hwy project

Maintain excellent building facilities and work for energy efficiency

- Clean City Hall floor surfaces annually
- Continue replacing aging HVAC units at City Hall as required
- Install a key fob system to secure the public works ~~building~~-yard pedestrian gate

Improve employee proficiency to include educational training and development opportunities.

- Provide effective safety and occupational training opportunities to prevent lost time
- Maintain a zero (0) lost time accident rate
- Continue to improve the preventative maintenance program for Public Works vehicles to include daily, weekly and monthly checks
- Continue preventative maintenance program with Case Equipment for all heavy equipment
- Improve work order communication and efficiency with field staff

Mitigate storm water runoff (improve drainage culverts and infrastructure)

- Conduct brush clearing projects as needed and within capability to improve storm water drainage
- Storm Drainage – continue the cleaning of existing culverts and bridge crossings
- Assess the implementation of the previously approved prioritized plan to address City drainage issues; revise the plan and implement as it is feasible
- Assist KFW with design for the next phase of the Municipal Tract / Ripple Creek / DeZavala drainage project
- Assess/Implement any TxDOT off system bridge inspection recommendations provided from engineer inspection – Inspection services provided by TxDOT

Maintain strategic partnerships with governmental agencies, and consulting organizations to leverage resources essential to improving quality of service, and efficiency

- Continue to provide assistance to CPS / AT&T during the utility pole replacement during 2023~~2~~/2024~~3~~
- Coordinate as required with other service providers (City Public Service, San Antonio Water System, Bexar County, Cable providers, etc.)

Provide excellent municipal services while anticipating future requirements

- Respond in a timely manner to earn the trust of residents
- ~~Continue to implement Winter Storm Uri infrastructure recommendations as needed~~

- Assess Public Works requirements vs. resources for consideration of organizational structure / personnel change/ contracting arrangements for presentation to City Manager / Council
- [Replace small dump with a stake body bed truck](#)
- [Consider purchase of public works director's truck](#)

PUBLIC WORKS PERFORMANCE MEASURES:				
Description:	Actual FY19-20	Actual FY20-21	Projected FY21-22	Target FY22-23
<i>Strategic and Departmental Goal - Maintain excellent infrastructure.</i>				
Street Repairs (tons of hot mix asphalt):				
In-house	36	62.45	30	35
Contracted	-	350	350	Street Bond
Miles of Streets Crack Sealed	7	3	5	9
Pot Holes Repaired (bags of cold mix used)	18	52	54	54
Number of Signs:				
Inspected	N/A	N/A	20	25
Replaced	33	41	20	25
<i>Strategic and Departmental Goal - Mitigate storm water runoff.</i>				
Number of Storm Drains Cleared:				
Subsurface Systems (inlets)	12	3	7	10
Earthen Channels	N/A	8	0	2

Street repairs encompass large areas, generally over 3ft by 3ft section. Pot holes are those repairs smaller than the 3ft by 3ft section.

One ton of hot mix asphalt will fill an area of nine square yards at two inches deep.

A pot hole that is 3ft by 3ft and two inches deep will need four bags of cold mix to fill/repair it.

Fire Department – 604

Color Code Red



Mission Statement

The City of Shavano Park Fire Department continuously works to prevent and suppress fires, educate and rescue citizens, provide emergency medical services, promote public safety and foster community relations to the residences and businesses within Shavano Park in order to provide first-class protection to our citizens, business owners and visitors.

Goals:

- Develop an organization to effectively administer and manage the resources of the Fire Department
- Develop a system for minimizing the impact of disaster and other emergencies on life and property
- Provide an effective Emergency Medical Service system
- Provide an effective Fire Suppression and Prevention Program

Objectives:

- Effectively communicate the Department's mission and vision to employees, partners and stakeholders
- Recognize and scale to changing budgetary, fiscal, and regulatory conditions
- Seek to improve operational efficiency and effectiveness by shaping, enhancing, and adapting to changing circumstances
- Cultivate and strengthen relationships with stakeholders, governing bodies, and our customers
- Foster a culture that emphasizes and enhances employee health and safety
- Promote a highly motivated and well-trained workforce
- Strive to complete the Texas Best Practice program
- Strive to maintain an average response time under 4 minutes
- Investigate options for a long-term cancer screening plan for fire fighters
- Continue compliance and code enforcement of tree ordinance
- Develop/implement commendation program for fire personnel
- Develop a plan to replace fitness equipment initially purchased by employees
- [Repair and re-pave Public Works and Fire Department parking lot](#)
- [Replace the existing large commercial ice machine](#)
- [Continue joint Fire and Police Department Honor Guard - purchase of new uniforms](#)
- [Purchase new tool mounts for Engine and Ladder Truck](#)
- [Replace stair machine used for physical fitness and applicant testing](#)
- [Retrofit radio pockets on all bunker gear to fit new radios](#)

- ~~Remodel dorms to house female firefighter for future hiring possibilities~~
- ~~Replace mattresses and couches in day room~~
- ~~Replace both entry doors to barracks~~
- ~~Investigate options to replace station treadmill~~
- ~~Co-purchase w/Police Department drug incinerator for proper disposal of expired EMS medications~~
- ~~Purchase two tablet replacements for oldest laptops~~
- ~~Purchase backup generator to power FD Offices~~

FIRE & EMS PERFORMANCE MEASURES:				
Description:	Actual 2021	Actual 2022	To date 2023	Target FY23-24
<p><i>Strategic Goal - Protect and provide a city-wide safe and secure environment.</i></p> <p><i>Department Goal - Provide an effective Emergency Medical Service system.</i></p> <p><i>Department Goal - Provide an effective Fire Suppression & Prevention program.</i></p>				
Overall Average Response Time (Minutes)	4:42	4:48	4:37	4:00
Total Number of EMS Responses	455	477	252	500
Number of EMS Transports	235	288	163	275
Number of Fire Calls for Service	566	508	158	500
Total Number of Responses	1,021	985	410	1,000

Police Department – 605



Mission Statement

The Shavano Park Police Department, in partnership with the community, provides exemplary law enforcement services to promote a safe environment, protecting life and property, while preserving the peace with honor and courage.

Goals:

- Effectively conduct Community-Oriented Policing by maintaining positive interaction with the public and a high degree of visibility within the community.
- Proactively educate the public to the community's role and responsibility to aid in the prevention, detection, and resolution of crime.
- Increase safety of citizens and officers by developing and improving internal systems which assure high quality service to our community while increasing the department's efficiency.
- Recruit, train, and resource a diverse, highly skilled, motivated law enforcement workforce, that promotes a rewarding work environment, investing in the personal and professional development of our employees.

Objectives:

Effectively conduct Community-Oriented Policing by maintaining positive interaction with the public and a high degree of visibility within the community.

- Minimize crime rates across the City
- Maintain average police response times to less than 3 minutes
- Continue to seek positive methods for enhancing Community Policing
- Update 5-year historical crime assessment
- Implement community outreach partnerships with local schools
- ~~Implement community awareness recognition program for persons with Intellectual and Developmental Disabilities~~

Proactively educate the public to the community's role and responsibility to aid in the prevention, detection, and resolution of crime.

- Improve citizen/officer interaction through increasing public contact by use of various social media and web opportunities
- Publish monthly crime statistics in newsletter
- More proactive use of Neighborhood Crime Watch and i-Info email systems
- Publish weekly crime blotters to increase community awareness
- Purchase a Drug Drop-off Container to be implemented at City Hall for residents to have year-round

drop-off access. (\$1,500)

- ~~• Conduct citizen awareness courses in Self-Defense and Active Shooter environments~~
- Continue with citizen awareness courses to help educate residents about critical incidents

Increase safety of citizens and officers by developing and improving internal systems which assure high quality service to our community while increasing the department's efficiency.

- ~~• Implement a secondary vehicle access gate for emergency ingress/egress when needed as part of Winter Storm Uri recommendation~~
- Assess emerging technology for officer safety and efficiency
- Purchase two mobile Automated Fingerprint Identification System (AFIS) devices for patrol and criminal investigations use to properly identify subjects at the scene who fail to properly identify themselves or are thought to be concealing their identities. (\$7,000)
- Purchase of static Automated License Plate Recognition (ALPR) reader system with implementation at city limit locations to aid in criminal investigation efforts. (\$2,500 per camera (10), per year = approximately \$25,000 per year)
- Purchase of eight Opticom emitter devices for marked patrol units to be used in coordination with TXDOT's implementation of traffic light receivers to aid in reducing response times to incidents within highly traveled corridors. (\$16,000)
- Replace 4 GETAC patrol laptop computers for use in 4 patrol units that will replace older generation processor models incapable of system upgrades. (\$16,000 ARPA Funds?)
- ~~• Purchase and install an internal De-Humidifier system to reduce interior humidity rates, improve employee wellness while maintaining manpower efficiency, and ensure the protection of perishable evidence~~
- ~~• Purchase a compact drug incinerator for combined use between the police and fire departments in order to allow for the destruction of court ordered or expired narcotics.~~

Recruit, train, and resource a diverse, highly skilled, motivated law enforcement workforce, that promotes a rewarding work environment, investing in the personal and professional development of our employees.

- Continue to assess staffing needs within the Police Department
- Effectively provide the staff with quality in-service and external training opportunities
- Achieve completion of the Texas Police Chief's Association Law Enforcement Command Officer Program for departmental command staff and senior supervisors.
- Continue to pursue grant opportunities
- Purchase and outfit two replacement patrol vehicles (\$150,000)
- ~~• Purchase of two replacement patrol vehicles~~
- ~~• Implement dedicated Criminal Investigations file storage and backup system~~

POLICE DEPARTMENT PERFORMANCE MEASURES:

Description:	Calendar Year	Calendar Year	Calendar Year	Target
	2020	2021	2022	Calendar Year 2023
<i>Strategic Goal - Protect & provide a city-wide safe and secure environment</i>				
<i>Department Goal - Effectively conduct Community-Oriented Policing by maintaining positive interaction with the public and a high degree of visibility within the community.</i>				
Non-Criminal Calls	1,813	1,890	2,260	2,000
Response Time	3:30	3:05	3:13	< 3 minutes
Traffic Contacts	1,917	3,512	3,632	4,000
Criminal Offense Cases	208	250	250	200
Number of patrol officers per 1,000 population	3.69	3.69	3.69	3.69

Water Utility Department – 606

Color Code [Light Blue](#)

Mission Statement

The City of Shavano Park Water Utility Department continuously provides safe and reliable drinking water and maintains essential public water infrastructure for the service connections within Shavano Park in order to provide long-term first-class water utility support to our citizens.

Goals:

- Continually provide safe and reliable drinking water through efficient treatment and delivery of water, meet or exceed environmental and public health standards
- Resource and maintain appropriate equipment and assets
- Improve & sustain employee proficiency to include: [informative practices](#), educational training, and development opportunities
- [Continuously](#) improve water system functions & [infrastructure](#) to achieve an efficient operation level while meeting State requirements
- Provide and maintain essential public water infrastructure services while anticipating future requirements

Objectives:

Continually provide safe and reliable drinking water through efficient treatment and delivery of water, exceeding environmental and public health standards

- Maintain 100% compliance of all State and Federal regulations and laws associated with a water system
- Maintain a Superior Water System Rating ~~and investigate and research requirements to attain an Outstanding Water System rating~~
- Ensure State requirements are met by having a minimum of ~~3~~ [2](#) Class C groundwater operators ~~and 2 Class D water operators~~ within the Water Department
- [Continue to expand](#) & educate the public while implementing the backflow prevention program approved by Council in accordance with an appropriate ~~strategy~~ [method of deliver](#)
- Maintain & [improve the accuracy of](#) records of Reduced Pressure Backflow Prevention Device testing per residence / connection for compliance with City ordinance and TCEQ requirements
- Develop Pre-Scripted Public Info Messages [and continue changes as needed](#)

Resource and maintain appropriate equipment and assets

- Maintain sufficient money in reserve to handle emergencies, and provide a cushion for low water consumption years
- Annually re-evaluate adequacy of Edwards water rights and resources

- Continue to implement Winter Storm Uri infrastructure recommendations as appropriate and as funding is available.
- ~~Complete Assessment of~~ Evaluate Water Infrastructure for Emergencies and create a minimum of 3 EOPs (Emergency Operating Procedures)
- ~~Continue to replace old meters with new cellular meters~~
- Actively apply for grants/funding for ~~other~~ additional equipment that would make crews more efficient
- ~~Work Continue working~~ with City Engineer to ~~advance with~~ update the geographic information system (GIS) mapping program to include utilities, streets, and drainage information
- Continue ~~preparing~~ developing a schedule based on ~~needs~~ priority/classification to replace all undersized water mains within the system; and apply for grants
- ~~Apply Based on power supply needs, initiate applying~~ for grants to pay a portion of or all costs for installation of emergency power supply (generators) for critical water facilities
- ~~Provide~~ Develop a plan & identify funding sources to replace ~~Assess for~~ all wooden well houses (chorine buildings), ~~develop a plan to incrementally rebuild,~~ to enclose (weatherize) all well pumps and chemical feeds – rebuild a minimum 1 building per year
- Consider a water rate study to determine if the tiered water rates / water service fee should be restructured/increased
- Assess all 6 ft well site security fences, ~~develop a plan continue to~~ and incrementally replace as needed with 8ft chain link – replace at least one fence ~~rebuild a minimum 1 building~~ per year

Improve employee quality to include educational training and development opportunities.

- Provide additional quality educational opportunities and send crews to classes to earn credits to ~~upgrade~~ increase and improve knowledge of water systems
- Maintain the safety and training program on all equipment and water system functions
- Maintain a safe working environment and a zero (0) lost time accident rate
- ~~Execute and~~ ~~Continue to seek & i~~ improve the preventative maintenance program ~~by establishing a tracking schedule for each piece of equipment/vehicle and when they should be replaced~~

Improve water system functions to achieve a more efficient operation level and meet State requirements

- Continue ~~with~~ corrective action on dead end main issues to lessen flushing and reduce loss ratio rate, as funding permits
- Continue ~~Work working~~ with TxDOT during the construction phase of NW Military to address ~~avoid~~ any ~~additional~~ issues or concerns with the water system infrastructure, also to funnel any resident concerns through the proper channel
- Identify cul-de-sac dead end mains, including gross cost estimate for each and prioritization for addressing. Complete remediation of at least one such dead end main each year until all are resolved

- Stay current on new and proposed TCEQ water system requirements
- Propose updates for Shavano Park Ordinances to meet all TCEQ and pertinent Edwards Aquifer Authority requirements
- Achieve annual water loss of less than 5%
- Respond to all water system complaints within one service day. Provide summary of complaints and resolutions to Water Advisory Committee
- Create a communication plan to provide ~~help-disperse~~ information to residents, to lessen the number of calls (Road Runner Articles, Frequently Asked Questions on website)
- Provide adequate maintenance for all fire hydrants to include installation of valves if necessary and/or raise to proper height for Fire Department access
- Consider outsourcing printing water utility bills
- ~~Televis and investigate options of some or all wells not in production, evaluate possibilities to place back in production or plug. (Wells #3, and #4)~~
- ~~Assess and maintain all inactive wells to prevent freezing~~
- Initiate assessments of sanitary sewer easements or obtain variance for all active wells (#5, 6, 7, 8)

Provide and maintain essential public water infrastructure and services while anticipating future requirements.

- Complete a comprehensive water model to better anticipate future capital requirements (pending Bexar County ARPA or other funds)
- Develop and execute a fiscally responsible budget that meets mission requirements
- Update the capital equipment replacement schedule. (Water system, pumps, motors, VFD's, water mains, and hydrants)
- Maintain the quality of our ~~new~~ SCADA system and entire water system as changes and repairs are accomplished
- Reactive Well #1 adding additional ~~support~~ water supply to the ground storage tank at Shavano to efficiently run both booster pumps (pending Bexar County ARPA or other funds)
- ~~Replace all long services on the old Shavano Park side in preparation for the street bond program~~
- Extend and reroute water mains and services in cul de sacs to prepare for street bond program
- Continue to evaluate water system isolation valves and develop recommendations
- Replace small dump with stake body bed truck
- Restripe all of Pond Hill Dr. fire lanes both sides
- Consider purchase of public works director's truck

WATER UTILITY FUND PERFORMANCE MEASURES:				
Description:	Actual FY20-21	Actual FY21-22	Projected FY22-23	Target FY23-24
<i>Strategic Goal - Maintain excellent infrastructure.</i>				
<i>Department Goal - Resource and maintain appropriate equipment and assets.</i>				
<i>Department Goal - Improve water system functions to achieve an efficient operation level & meet state requirements.</i>				
Number of Cellular Water Meters:				
Installed	188	320	138	3
Repaired	N/A	12	<10	<10
Number of Fire Hydrants not in Compliance	10	3	0	0
Percentage of Backflow Devices in Compliance	3%	4%	5%	10%
Number of Main Valves Exercised	30	40	45	50
Lost Water Ratio	8.91%	6.86%	6.00%	5.00%

The Shavano Park Water Utility has approximately 713 customers and provides water service only, no sanitary sewer.

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 6, 2023

Agenda item: 4.5

Prepared by: Curtis Leeth

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Presentation / discussion - 2023 Risk Assessment - City Manager / Directors

X

Attachments for Reference:

1) 4.5a 2023 Risk Assessment

BACKGROUND / HISTORY:

City Council has established a Budget Objective to “Conduct risk assessments for all departments.” This is the second annual risk assessment completed by City staff.

DISCUSSION:

All Departments submitted their risk assessments to the City Manager by June 1, 2023. All Departments used the same scale factor that combines the probability of the risk and the impact of the risk if it occurred. A standardized impact scale was also used.

RISK REGISTER SCALE

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5

I M P A C T

I M P A C T

Level	
1	Minor Loss of City Service for less than 3 days; minimal mid-term detriment to City Services
2	Minor Loss of City Service extending beyond 3 days; minor mid-term detriment to City Services
3	Moderate loss of City Service; minor long-term detriment to City Services
4	Significant loss of City Service; moderate long-term detriment to City Services
5	Total loss of City Service for more than 1 week; significant long-term detriment to City Services

There are no new risks identified in the 2023 assessment. Several changes in impact / probability and mitigation notes were made. These changes will be highlighted by staff at the night of the workshop.

COURSES OF ACTION: 1) Review risk assessments and provide guidance to staff.

FINANCIAL IMPACT: N/A

MOTION REQUESTED: N/A; provide guidance on Risk Assessments.

RISK REGISTER SCALE

PROBABILITY	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
IMPACT						

KEY

Impact Level	
1	Minor Loss of City Service for less than 3 days; minimal mid-term detriment to City Services
2	Minor Loss of City Service extending beyond 3 days; minor mid-term detriment to City Services
3	Moderate loss of City Service; minor long-term detriment to City Services
4	Significant loss of City Service; moderate long-term detriment to City Services
5	Total loss of City Service for more than 1 week; significant long-term detriment to City Services

CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Fire Department

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL Rate 1 (LOW) to 5 (HIGH)	PROBABILITY LEVEL Rate 1 (LOW) to 5 (HIGH)	PRIORITY LEVEL (IMPACT X PROBABILITY)	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?				What can be done to lower or eliminate the impact or probability?	Who's responsible?
Nursing Home Fire Shavano Park Senior Living 3220 N. Loop 1604	Fire/Mass Casualty, prolonged event. Depletion of manpower, and department resources.	4	2	8	Preplan off facilities. Training with city departments, and outside agencies. Activation of a STRAC regional response. Evacuation plan, coordination of an offsite center for displaced residents. Annual fire inspections.	Fire
Active Shooter Blattman Elementary	Mass casualty, prolonged event. Depletion of manpower	5	1	5	Increase inner-departmental and inter-agency training/coordination. Purchase protective gear for EMS/Fire Personnel	Police/Fire
Hazardous Weather - Tornado	Potential loss of electrical power to fire station/living quarters. Potential loss or damage to station/living quarters. Loss of fuel sources, reduced manpower	4	3	12	Staffing with essential personnel, generator for PW/Fire. Temporary fuel tanks for emergency use. Weather Monitoring. Annual EEOC Practice. Stagger and relocate crews to other areas of city to allow response multiple directions around blocked areas. Plan for temporary quarters. (Backup generator installed 2023) Annual maintenance for back-up generator.	All Departments
Water System Disruption (4-24 hours) - Example: water main break during Firefighting Activities	Reduced firefighting capabilities, traffic diversion from emergency area	3	3	9	Inter-department planning to increase water flow in any emergency. Utilize additional supply lines from SAWS hydrants. Mutual aid response with water tenders.	Fire/PW/Police
Significant Water System Disruption (24+ Hours) - Example loss of multiple pumps, or water tanks down during firefighting activities	Reduced firefighting capabilities, loss of drinking water to residents. Welfare checks on residents in affected areas for duration of event, potentially impacting department manpower.	5	1	5	Inter-department planning to increase water flow in any emergency. Utilize additional supply lines from SAWS hydrants. Mutual aid response with water tenders. Purchase of bulk drinking water for distribution to residents. Bring in additional manpower or other agencies to assist with water distribution and welfare of residents.	Fire/PW/Police
Firefighter Wellness - Overall	Loss of manpower	1	3	3	Implement health and wellness plan in department. Annual physical agility testing, and wellness screenings	Fire
Firefighter Line of Duty Death at a Structure Fire	Significant loss of manpower during event with a possible rescue/transport by EMS at scene. Loss of manpower in days following the event. Multi-agency investigation over weeks or possibly months following incident.	5	1	5	Department and multi-department training for rescue of a downed firefighter. Plan for Critical Incident Stress and Mental Health Counseling for firefighters and staff following event (potentially long term).	Fire

Collapse of Water Tower	Prolonged event, rescue of any trapped individuals, and search of surrounding structures. Reduced firefighting capabilities, loss of drinking water to residents.	4	1	4	Rescue training, mutual aid response. Recall of off duty personnel. Purchase bulk drinking water for distribution to residents. Bring in additional manpower or other agencies to assist with water distribution and welfare of residents.	PW/Fire/Police
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CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Police Department

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Building Security (City Hall) (Riot Scenario)	Significant Disruption to Operational Security	4	2	8	Counter Measures for facility Protection (Barriers/Barrier Improvement) Ingress/Egress	Police/PW
Infiltration of Secure Parking Lot	Signification damage potential to Police Vehicle fleet, building electrical, building emergency power	5	2	10	Install visual blocking devices. Camera Monitoring (done)	Police/PW
Active Shooter (Municipal Court/Blattman Elementary)	Mass Casualty Event/Long Term Investigation	5	1	5	Court Security Plan, readily access high power weaponry, repetitive training, coordination with supporting agencies. CRASE Training	Police
Employee Wellness/Safety	Loss of manpower	1	4	4	Monitor fatigue, monitor/promote wellness to alleviate sick time. Mental Health Awareness.	All Directors
Nursing Home Evacuations (Numerous)	Significant depletion of manpower. Housing of evacuees	2	1	2	Evacuation Plan, Pre-planned evacuation center, Manpower assessment	Police/Fire
Fatality Accident (Lockhill, NW Military, Dezavala, Residential)	Significant depletion of manpower. Routing of traffic	1	3	3	Establish critical action plan. Ensure outside agency MOU's in place. Resource guide	Police/Fire/PW
Emergency Vehicle Access (Secure Lot)	Inability to ingress/egress secure lot	1	1	1	Secondary ingress/egress gate installed in 2023	Police
Officer Misconduct/Excessive Use of Force	Media Exposure. Public Opinion/Mistrust. IA Investigation. Criminal Actions. Civil Lawsuits.	2	2	4	Strong Policy/Procedures. Public transparency. Continuous relationship building with community. Frequent/Proper Training. Supervisor review of camera footage (Done).	Police
Mishandling High Profile Investigation	Media Exposure. Suspects not charged. Public Opinion/Mistrust. Civil Litigation	3	2	6	Investigation/Case Supervision. ADA case review and coordination. Public transparency. Continuous relationship building with community. Training.	Police

CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Public Works & Water Department

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Water Main Breaks (Distribution)	Residents could loose water pressure/not enough water for structure fire	3	3	9	Replace water mains as they age. Properly backfill around them. Locate to the best of our ability for constructors	PW/W Staff
Water Main Breaks (Transmission)	Water Tower emptied within 10 mins. Loss of water pressure	5	1	5	Verify the locates; ensure clearly marked; test hole the main if need be; closely monitor contractors working near	PW/W Staff
Driving/Operating vehicles & trailers; changing lanes; pulling into traffic; backing up	Minor to major accidents; loss / damage of property; possible personnel injuries	2	2	4	Instill discipline into the operators; conduct appropriate training (backing up trailers, defensive driving for pulling trailers); Safety Through Thorough Operating Procedures (STTOP)	PW/W Staff
While operating Heavy Equipment (Backhoe, Mini Excavator, skid steer, rock saws); equipment roll over or accident with personnel / vehicles	Minor to major accidents; loss / damage of property; possible personnel injuries by crushing under or between equipment	4	2	8	Annual Training	PW/W Staff
Water usage exceeds resupply during electrical power lost at Water Facilities	Elevated Water Tank fall below required levels resulting in loss of water pressure and boil water notices	3	2	6	Crews will be called in, drive shafts need to be operational; Add generators to critical facilities/ open communications with CPS	PW/W Staff
Severe Inclement Weather (Hot or Cold) resulting in City-wide declared state of emergency for extended periods	Widespread Infrastructure Damage and Loss of Essential Services (water / electricity) for Extended Times	5	2	10	Stockpile select resources in advance; develop policies to mitigate; winterize the well sites/plants	PW/W Staff
Water Quality / Contamination of primary water sources (Wells 7 & 8)	Loss of use of Wells; Loss of ability for City to provide water; Boil Water Notice	5	1	5	Protect and test water source; ensure Well sites are physically highly secured.	PW/W Staff

Errors in Water Meter Billing Accuracy either equipment of personnel	Lost revenue/ residents lose trust in the department	1	3	3	Develop billing quality control review system; pay attention to details / human error/ write legibly	PWD/Office Manager
Unauthorize access to PW / Water Facilities by criminal actors	Theft or sabotoge of equipment/ access to network/ computers/scada	2	2	4	Add a key phob system to secure the office/doors automatically lock upon exit	PW/W Staff

CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Finance and AdminHR

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Misappropriation of City's financial assets	Loss of City funds, if significant - impairing operations & ability to pay employees, vendors & debt holders, reputation loss	4	2	8	Internal controls: dual check signing, separate initiator & approver for ACH & wire transactions, qualified/trained employees	Finance Director
Misstated financial statements	Inaccurate financial statements leading to poor decision making	3	1	3	Fin Dir detail review of account activity. Directors monitor their accounts. CM review of monthly financials. Qualified/trained employees	Finance Director
Inadvertant release of personal identifying information	identity theft - current & prior employees, contractors, court defendants, water customers, vendors, would have long term effects, reputation loss	4	2	8	Limited access handled by qualified/trained employees, annual cyber security training	Finance Director
Loss of or damage to physical assets due to theft, accident, weather, natural disaster	If significant, disruption to operations for several days/weeks	4	1	4	Disaster recovery plan. Annual evaluation of TML-IRP insurance coverage, employee training	City Secretary & Finance Director, dept heads
Liability - negligent in the performance of operations	Possible financial impact, reputation loss	2	2	4	Annual evaluation of TML-IRP insurance coverage, Council/employee training	Council, CM, dept heads
Personnel - death while performing assigned duties	Decreased morale, increase requirements of other department staff, staff turnover	5	2	10	Annual evaluation of TML-IRP insurance coverage, employee training	City Secretary & Finance Director, dept heads
Personnel - injury while performing assigned duties	Decreased morale, increase requirements of other department staff, staff turnover	3	2	6	Annual evaluation of TML-IRP insurance coverage, employee training	City Secretary & Finance Director, dept heads
Personnel vacancies/absences-impede ability to perform Administrative Operations	Delay in permit processing, vendor payments, court processing, etc	4	2	8	Qualified employees, cross training and back-ups for all positions, coordinating scheduled time off	City Secretary & Finance Director

Permanent City Records maintained by contractor (SAFE SITE) are destroyed by fire / water / or other	Loss of hard copy files required by law to be retained. Inability to fulfill Public Information Requests related to those destroyed documents.	5	1	5	Coordinate with SAFESITE regarding physical protection measures in place. Consider critical files for electronic back up.	City Secretary/HR Director
Loss of employee maintained City Records held at City Hall or on the cloud server	The City would lose recent files that would likely impact daily operations and may also be required by law to maintain. Inability to fulfill Public Information Requests related to those destroyed documents.	3	2	6	Maintain backups of all employee files on the "cloud". Periodic verification with the cloud that backups exist. Employees should be encouraged to back their files up on disk or hard drive that are not connected to the network.	City Secretary/HR Director
Human Resources Department policies are not compliant with Federal and State laws	Issues with Employees who are not following appropriate laws can be injured. If the City is not compliant, the City could be vulnerable to legal action	3	1	3	City Secretary attends annual and periodic HR conference and training. Employee handbook is updated annually. HR Clerk attends appropriate training. Directors ensure that all amendments to the employee handbook are acknowledge by all employees and record maintained	City Secretary/HR Director; Finance Director; APHR Clerk
City improperly orders Elections; fails to follow correct election procedures	Election results could be contested and invalidated. Special Elections that were invalidated would result in potential loss of revenue. Bonds may not be issued. Additional elections may have to be called.	5	1	5	City Secretary attends annual Elections Law conference and training. Election calendar is created with all key tasks and dates and followed carefully. City Secretary reviews with City Manager progress as tasks are completed.	City Secretary/HR Director
Possible loss of computerized permit records	Access to all permit history and inspections would cease. Significant disruption in City operations and ability to provide permit records to requestors.	4	1	4	Observe all cybersecurity measures adopted by City when using online resources. Consider options for period backup of permit files in addition to other backup measures	City Secretary/HR Director; Permit Clerk

Loss of a Department Head which creates a leadership vacancy	Continuity of operations likely affected. Loss of records and institutional knowledge. Requirement for others to complete tasks normally done by the Director.	4	2	8	Fire, Police, and Public Works to ensure 2nd in Charge is prepared to assume Director Duties for 6 to 8 weeks. All Directors maintain continuity of electronic and hard copy records and shares with subordinates. Key tasks, reporting requirements are organized and stored with accessibility within the Department.	City Manager / All Department Heads
Improper, Inconsistent, wrongful approval of a building permit	Creation of a Non-conforming Use. Public Opinion/Mistrust. Civil Lawsuits. Media Exposure. Additional requests for Variances	2	3	6	Maintaining accurate, up to date Muni-Code. Effective communication and updates from the City to the Building Inspector / Plans Review. Creating accurate charts and aides to summary various ordinances.	Permit Clerk / City Secretary / Building Inspector / City Manager / Fire Marshal / Public Works Director

CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Information Technology

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Cyber Attack (Ransomware)	Disruption to Operations for 1-2 Business Days	2	4	8	Maintain backups; Continued Cybersecurity Hardening, Training, Team-Building Efforts, SEIM & firewall in FY24	Assistant City Manager
Cyber Attack (Financial Theft)	Theft of Public Monies	3	2	6	Maintain Financial Controls; Continued Cybersecurity Hardening, Training, Team-Building Efforts, SEIM & firewall in FY24	Assistant City Manager
Cyber Attack (Data Exfiltration)	Damaing release of PII, HIPAA, CJIS data	3	4	12	Maintain TML Cyberinsurance; Continued Cybersecurity Hardening, Training, Team-Building Efforts, SEIM & firewall in FY24	Assistant City Manager
Cyber Attack (Water System)	SCADA downtime, manual 24/7 running of water system	4	2	8	Fully Isolate Water SCADA from City Network; Continued Cybersecurity Efforts & Monitoring; Firewall in FY24	Assistant City Manager
Server Room Environmental Control Failure	Significant Damage to Servers and Network	5	1	5	Replaced Server Room AC in FY23; Active Monitoring System	Assistant City Manager
Cyber Attack (Backups Compromised)	Permanent loss of City digital records without ransom payment. Potential data corruption.	5	1	5	Axcient BDR and CID secure backups implemented in FY23	Assistant City Manager

CITY OF SHAVANO PARK 2023 RISK ASSESSMENT - Municipal Court

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Disgruntled defendant assaults Judge/Court Staff	Injury/death, increased requirements of other City staff, decrease morale, media coverage	5	1	5	SPPD's Court Security Plan, employee training/awareness, harden Court office	SPPD, Administration, Court
Judge's guilty ruling appealed to next level	Potential loss of revenue	2	1	2	Became Court of Record during FY23	Administration, Court
Judge ruling contrary to stated statutes	Loss of professional reputation, potential revenue loss	4	1	4	Highly qualified individuals filling roles of judge and back up judge, supported by experienced Court staff	Administration, Court
Court Clerk does not act in accordance with Judge's Standing Orders	Loss of professional reputation, potential revenue loss	3	1	3	Qualified/trained/highly ethical employees, Judge has final sign-off on all cases	Administration, Court
Court Clerk incorrectly records receipt of City funds	Misstated financial statements	3	1	3	Qualified/trained employees, Finance Director detailed review of monthly financials, timely monthly bank reconciliations	Finance Director