

**CITY OF SHAVANO PARK  
PLANNING & ZONING COMMISSION MEETING  
CITY HALL, COUNCIL CHAMBERS  
900 SADDLETREE COURT, SHAVANO PARK, TEXAS 78231  
February 1, 2023**

**6:30 P.M.**

**This notice is posted pursuant to the Texas Open Meetings Act. Notice hereby given that the Planning & Zoning Commission of the City of Shavano Park, Texas will conduct a Regular Meeting on Wednesday, February 1, 2023 6:30 p.m. at 900 Saddletree Court, Shavano Park City Council Chambers.**

The meeting agenda and agenda packet are posted online at [www.shavanopark.org](http://www.shavanopark.org).

**Telephone Participation.** The public toll-free dial-in number to participate in the telephonic meeting is 1-803-548-0276 and requires access code 846-3699-2388. The Livestream / telephone conference will be available to join at 6:00 p.m. (30 minutes prior to the meeting). If you have issues accessing Telephone Participation or Livestream, please call City Secretary Trish Nichols at 210-581-1116.

**AGENDA**

1. Call to order
2. Vote under Section 36-69 of the Shavano Park City Code (“Code”) concerning a finding that each of the items following item 2 on the agenda are “planning issues” or otherwise prescribed Planning & Zoning Commission duties under 36-69(1) of the Code or the severance of one or more of such items for an individual vote on such item or items.
3. The Planning and Zoning Commission 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. R-2019-011 citizens are given three minutes (3:00) to speak during “Citizens to be Heard.”
  - Members of the public may only speak once and cannot pass the individual’s time allotment to someone else
  - Direct your comments to the entire Commission, not to an individual member
  - Show the Commission members the same respect and courtesy that you expect to be shown to youThe Chairman 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 the Commission may deliberate on citizen comments for items not on the agenda. (Attorney General Opinion – JC 0169)
4. Consent Agenda:
  - A. Approval - Planning & Zoning Commission minutes, January 11, 2023

5. Public Hearing - The purpose of the public hearing is to receive comments from members of the public regarding the City's Municipal Talent Management and Retention focus area of the Town Plan
6. Discussion - Second review of the Municipal Talent Management and Retention focus area of the 2023 Town Plan – City Manager / Assistant City Manager
  - 6.a. Review and discussion – Municipal Talent Management and Retention public survey results
  - 6.b. Review and discussion – Municipal Talent Management and Retention draft write-up
7. Discussion – First review of the Public Infrastructure focus area of the 2023 Town Plan - City Manager / Assistant City Manager
  - 7.a. Presentation – Overview of current City infrastructure projects, and future infrastructure maintenance needs
  - 7.b. Review and discussion – Public Infrastructure draft write-up
  - 7.c. Review and discussion – Public Infrastructure draft survey
8. Discussion – Third and final review of the Property Maintenance Standards and Zoning focus area of the 2023 Town Plan - City Manager / Assistant City Manager
9. Report / update - City Council items considered at previous City Council meetings and discussion concerning the same - City Manager
10. **Chairman Announcements:**
  - A. Advise members to contact City staff to add new or old agenda items.
  - B. Advise members of pending agenda items:
    - i. March: *Municipal Talent Management and Retention* Final Review
    - ii. March: *Public Infrastructure* Public Hearing and Second Review
    - iii. March: Introduction of *Long-term City Finances*
    - iv. Ordinance to fix the mistaken 2017 B-2 PUD re-zoning of Lots 1701 & 1702 in Block 21, CB 4782E (Lynd Building / Pond Hill Restaurant) by formally re-zoning the lots back to MXD
11. **Adjournment**

#### **Accessibility Statement:**

The City of Shavano Park City Hall is wheelchair accessible. The entry ramp is located in the front of the building. Accessible parking spaces are also available in the front and sides of the building. Sign interpretative services for meetings must be made 48 hours in advance of the meeting. Call the A.D.A. Coordinator at 817-447-5400 or TDD 1-800-735-2989.

#### **Decorum Required:**

Any disruptive behavior, including shouting or derogatory statements or comments may be ruled out of order by the Presiding Officer. Continuation of this type of behavior could result in a request by the Presiding Officer that the individual leave the meeting, and if refused, an order of removal.

#### **Action by Commission Authorized:**

The Planning and Zoning Commission may vote and/or act upon any item within this Agenda. The Commission reserves the right to retire into executive session concerning any of the items listed on this Agenda, pursuant to and in accordance with Texas Government Code Section 551.071, to seek the advice of its attorney about

pending or contemplated litigation, settlement offer or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas conflict with the Open Meetings Act and may invoke this right where the City Attorney, the Mayor or a majority of the Governing Body deems an executive session is necessary to allow privileged consultation between the City Attorney and the governing body, if considered necessary and legally justified under the Open Meetings Act. The City Attorney may appear in person, or appear in executive session by conference call in accordance with applicable state law.

**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 Texas Government 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 Texas Government Code Chapter 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.

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the governing body of the above named Shavano Park Planning and Zoning Commission is a true and correct copy of said Notice and that I posted a true and correct copy of said Notice on the bulletin boards, of the City Hall of said City Shavano Park, Texas, a place convenient and readily accessible to the general public at all times, and said Notice was posted on this the 27 January 2023 at 1:56 p.m. and remained so posted continuously for at least 72 hours preceding the scheduled time of said meeting.

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Trish Nichols  
City Secretary

**1. Call to order**

Chairman Laws called the meeting to order at 6:30 p.m.

**PRESENT:**

Carla Laws  
Donna Beladi  
Lori Fanning  
Shawn Fitzpatrick  
Vickey Maisel  
William Stipek  
Song Tan

**ABSENT:**

Bill Simmons  
Cindy Teske

**2. Vote under Section 36-69 of the Shavano Park City Code (“Code”) concerning a finding that each of the items following item 2 on the agenda are “planning issues” or otherwise prescribed Planning & Zoning Commission duties under 36-69(l) of the Code or the severance of one or more of such items for an individual vote on such item or items.**

Upon a motion made by Commissioner Stipek and a second made by Commissioner Fanning, the Planning & Zoning Commission voted five (5) for and one (1) opposed Commissioner Maisel to approve the agenda as it was provided to Planning & Zoning Commission. The motion carried.

**3. Citizens to be Heard.**

No one in the public signed up to speak at the Citizens to be Heard.

**4. Consent Agenda:**

A. Approval - Planning & Zoning Commission minutes, December 7, 2022

Upon a motion made by Commissioner Stipek and a second made by Commissioner Maisel the Planning & Zoning Commission voted six (6) for and none (0) opposed to approve the Planning & Zoning Commission minutes of December 7, 2022 with a correction to move Song Tan to absent. The motion carried.

**5. Public Hearing - The purpose of the public hearing is to receive comments from members of the public regarding the City’s Community Property Maintenance Standards and Zoning area of the Town Plan**

The Public Hearing opened at 6:32 p.m.

Assistant City Manager Leeth presented comments from members of the public regarding the City’s community property maintenance standards and zoning area of the 2023 Town Plan.

The Public Hearing closed at 6:39 p.m.



**6. Discussion - Second review of the Property Maintenance Standards and Zoning focus area of the 2023 Town Plan – City Manager / Assistant City Manager**

**6.a. Review and discussion – Property Maintenance Standards and Zoning public survey results**

**6.b. Review and discussion – Property Maintenance Standards and Zoning draft write-up**

City Manager Hill and Assistant City Manager Leeth presented the second review of the property maintenance standards and zoning focus area of the 2023 Town Plan.

The Commission reviewed and discussed the second review of the property maintenance standards and zoning focus area of the 2023 Town Plan. The Commission gave guidance to staff; no action was taken.

**7. Discussion – First review of the Municipal Talent Management and Retention focus area of the 2023 Town Plan - City Manager / Assistant City Manager**

**7.a. Presentation – Overview of current City staffing and national trends in labor market**

**7.b. Review and discussion – Municipal Talent Management and Retention draft write-up**

**7.c. Review and discussion – Municipal Talent Management and Retention draft survey**

City Manager Hill and Assistant City Manager, Leeth presented the first review of the municipal talent management and retention focus area of the 2023 Town Plan.

Discussion occurred as to whether the focus area of the municipal talent management and retention not being a Planning & Zoning area of responsibility. The counter position is that resourcing staff is a City Council function and responsibility, not Planning & Zoning Commission.

The Commission reviewed and discussed the first review of the municipal talent management and retention focus area of the 2023 Town Plan. Commission gave guidance to staff; no action was taken.

**8. Discussion – Third and final review of the Community Engagement focus area of the 2023 Town Plan - City Manager / Assistant City Manager**

City Manager Hill and Assistant City Manager, Leeth presented the third and final review of the community engagement focus area of the 2023 Town Plan.

The Commission reviewed and discussed the third and final review of the community engagement focus area of the 2023 Town Plan. Commission gave guidance to staff; no action was taken.

**9. Report / update - City Council items considered at previous City Council meetings and discussion concerning the same - City Manager**

City Manager Hill provided an overview of items considered at the previous City Council meeting.

**10. Chairman Announcements:**

- A. Advise members to contact City staff to add new or old agenda items.
- B. Advise members of pending agenda items:
  - i. February: *Property Maintenance Standards and Zoning* Final Review
  - ii. February: *Municipal Talent Management and Retention* Public Hearing and Second Review
  - iii. February: Introduction of *Public Infrastructure*
  - iv. Ordinance to fix the mistaken 2017 B-2 PUD re-zoning of Lots 1701 & 1702 in Block 21, CB 4782E (Lynd Building / Pond Hill Restaurant) by formally re-zoning the lots back to MXD

**11. Adjournment**

Upon a motion made by Commissioner Fanning, and a second made by Commissioner Maisel, the Planning & Zoning Commission voted six (6) for and none (0) opposed to adjourn the meeting at 8:25 p.m. The motion carried.

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Carla Laws,  
Chairman

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Trish Nichols,  
City Secretary

## PLANNING & ZONING STAFF SUMMARY

Meeting Date: January 11, 2023

Agenda item: 5/6

Prepared by: Curtis Leeth

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

5. Public Hearing - The purpose of the public hearing is to receive comments from members of the public regarding the City's Municipal Talent Management and Retention focus area of the Town Plan

6. Discussion - Second review of the Municipal Talent Management and Retention focus area of the 2023 Town Plan – City Manager / Assistant City Manager

6.a. Review and discussion – Municipal Talent Management and Retention public survey results

6.b. Review and discussion – Municipal Talent Management and Retention draft write-up

X

#### **Attachments for Reference:**

1) 5a Survey Results (as of Jan 27 @ 8AM)

2) 5b Draft write-up

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**BACKGROUND / HISTORY:** At the November 2, 2022 Planning & Zoning Meeting, the Commission selected Property Maintenance Standards and Zoning for the 4<sup>th</sup> focus area of the Town Plan.

At the January 11, 2023 Planning & Zoning Meeting, the Commission conducted first review of the draft write-up and gave guidance to staff on public survey after a staff presentation on the topic. Survey was released on January 13<sup>th</sup>. Between January 13<sup>th</sup> and January 27<sup>th</sup>, 38 responses were received (see attachment 5a)

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**DISCUSSION:** This is the **second** review of the *Municipal Talent Management and Retention* focus area of the Town Plan 2023.

#### **City Staff need guidance on:**

1. Give feedback on draft focus area write-up (item 5b)

Draft write-up has track changes from January meeting.

Major changes:

- Added property tax assessment growth over time discussion to explain how City has afforded the cost pressures without raising taxes over the last decade
- Added issues / action steps
- Wordsmithing edits from Commissioners Beladi and Laws

Month	MUNICIPAL TALENT MANAGEMENT AND RETENTION
Jan	Intro
<b>Feb</b>	<b>Review + PH</b>
March	Final

Public engagement efforts thus far include: multiple social media posts on Nextdoor/Facebook; multiple TextMyGov alerts sent out to over 200 residents; Roadrunner article in January/February Roadrunner. Commissioner Fanning shared survey links to Womens' Club, Commissioner Beladi shared with a resident luncheon group.

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**COURSES OF ACTION:** N/A; give guidance to staff.

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**FINANCIAL IMPACT:** N/A

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**MOTION REQUESTED:** N/A; give guidance to staff on:

1. Give feedback on draft focus area write-up (item 5b)

## **Town Plan 2023: Municipal Talent Management and Retention Survey**

Summary (as of Fri, Jan 27, 2023 @ 8AM)

- **Responses:** 38 respondents
- Respondents were not required to answer every question, so total answers by question vary.
- Survey used IP-filtering for security. A manual check for irregularities (like fake addresses) did not spot any fake submissions.

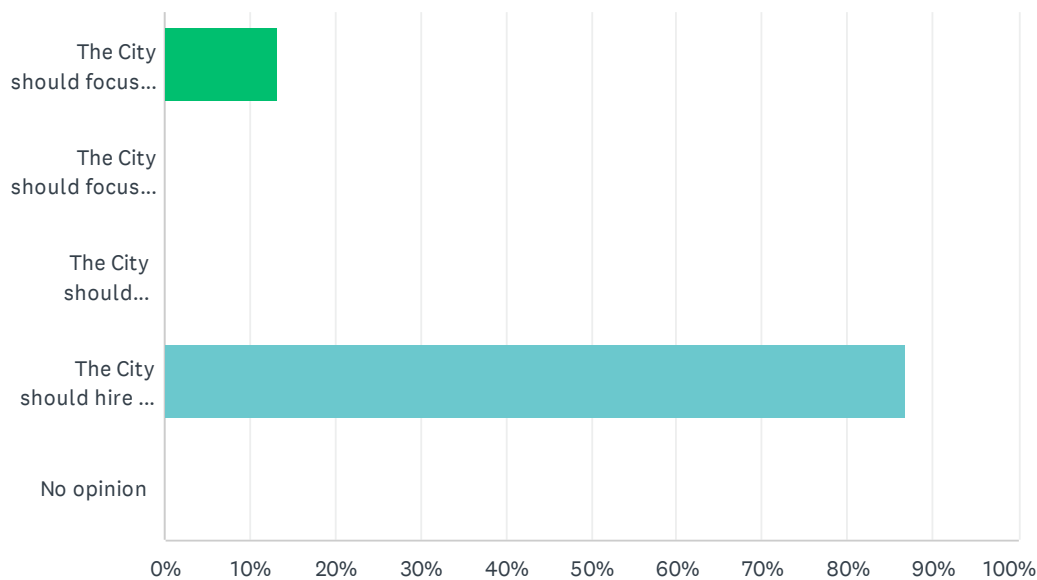
### Question 3 Summary

#### **What statement represents your belief concerning the City Staff Key Leaders?**

- 86.84% of respondents selected "Hire best person for the job regardless of internal or external"
- 11 comments submitted

**Q3 City Staff Leadership** Achieving and maintaining a high performing organization is directly related to the quality of the leaders and employees within. The hiring and retention of high-quality employees is one of the hardest tasks to achieve because it must be balanced with competing requirements, limited revenues, and external factors. Resourcing the staff's compensation is the most significant expense the City has and represents about 75% of the annual General Fund operating budget, or 49.4% of all combined annual funding. Additionally, the staff must be equipped with the appropriate equipment, vehicles and tools as well as continued training and education. What statement represents your belief concerning the City Staff Key Leaders (City Manager, Assistant City Manager, City Secretary, Finance Director, Public Works Director, Police Chief and Fire Chief)?

Answered: 38 Skipped: 0



ANSWER CHOICES	RESPONSES	
The City should focus on growing and developing leaders from within	13.16%	5
The City should focus on hiring "qualified" leaders at acceptable compensation from outside the organization	0.00%	0
The City should intentionally hire "highly qualified" leaders even at a market premium from outside the organization	0.00%	0
The City should hire the best person for the job regardless of internal or external	86.84%	33
No opinion	0.00%	0
<b>TOTAL</b>		<b>38</b>

#	YOU MAY EXPLAIN YOUR ANSWER OR GIVE YOUR OWN ANSWER BY LEAVING A COMMENT:	DATE
1	Sometimes its best to go outside to get a fresher opinion or a better way of doing things. At times if things are running smoothly staying internal is the way to go. Its all about ebb and flow and no one specific policy should be the hard and fast rule but it should always depend on all the variables involved.	1/25/2023 5:59 PM
2	I think its a mix of hiring from outside while mentoring high potential internal candidates	1/21/2023 11:17 AM
3	Developing from within shows professional development is possible. But hiring qualified leaders at acceptable compensation from outside is also acceptable.	1/20/2023 9:50 PM
4	The best person for the job should not be a family member or even a cousin...we should give internal folks the chance to move up in position, if they are qualified.	1/20/2023 2:29 PM
5	The current City leaders are well-qualified and each are doing a tremendous job. Best City leaders I have ever known.	1/18/2023 9:17 AM
6	After reading these 6 lines of thought, I must say I am surprised you are asking residents their thoughts about employment issues and rate their importance. This seems like an internal issue to me. While I responded, I didn't feel "qualified" to tell you how to choose your employees especially as there may be differences in who you are seeking, depending on which department.	1/17/2023 1:16 PM
7	The city should hire the best qualified person but emphasize growing and developing leaders from within	1/14/2023 5:44 PM
8	Small city staffs require that all employees must be extremely skilled, engaged and customer-focused.	1/13/2023 8:38 PM
9	The best way to grow leader ship in leader ship auxiliary is the grow the team from within	1/13/2023 5:53 PM
10	I believe in promoting from within but if an outside qualified person submits an application for a published position we should consider them.	1/13/2023 4:12 PM
11	Although I agree with the statement, you should always promote from within, sometimes you need to hire externally to get the most qualified candidate. Because Shavano Park has a relatively small staff (51 employees), sometimes it is difficult to hire from within. The key objective in the replacement of any position is to ensure that the city can deliver top quality services.	1/13/2023 2:09 PM



#### Question 4 Summary

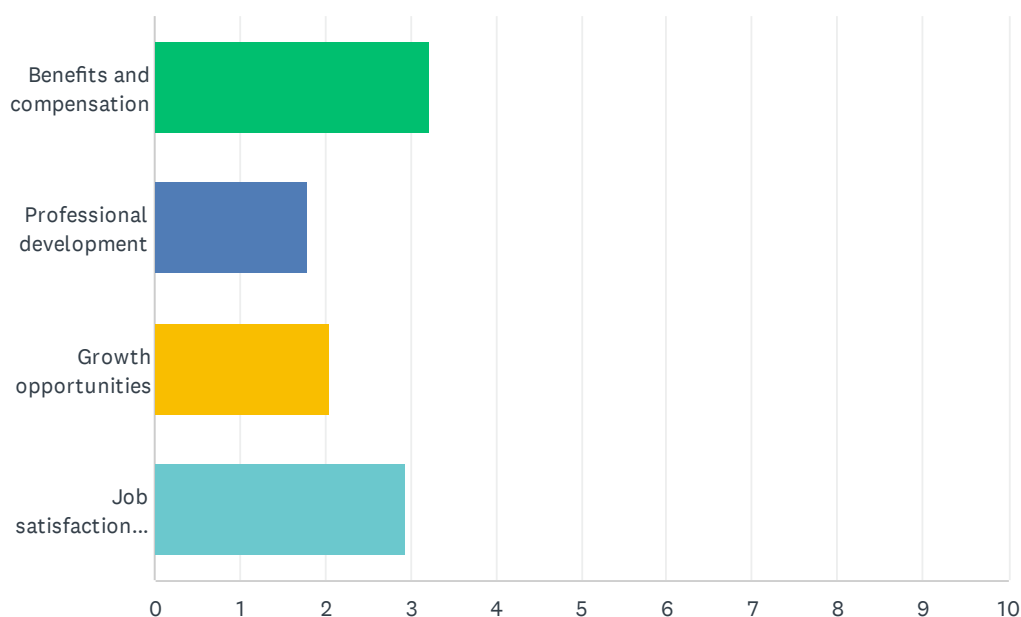
**Which do you believe is the most important aspect in hiring high quality staff?**

- This was a ranking question, so the top ranked questions by average were:
  1. Benefits and Compensation at 3.21
  2. Job satisfaction / Work Environment at 2.95
  3. Growth Opportunities at 2.05
  4. Professional Development at 1.79

Comments not available in ranking question in survey monkey.

Q4 Recent labor market pressures are being felt most in the City's Police and Fire Departments. In 2022, the Fire Department had three paramedic vacancies for the majority of the year. In response, the Fire Department hired part-time paramedic positions for the first time to offset the shortage and developed a plan to hire paramedic-only applicants and City pay for their fire certification training. There are currently 5 vacancies in the Police Department. The Police Department in response moved from 12-hour to 8-hour shifts to ensure manning of all shifts. Police Chief reports that agencies locally are offering signing bonuses to new hires and recruiting officers directly from academy with promises of employment after graduation. These types of hiring incentives are unusual to see in government employment. Which do you believe is the most important aspect in hiring high quality staff? Rank your selections 1 - 4.

Answered: 38 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Benefits and compensation	50.00% 19	28.95% 11	13.16% 5	7.89% 3	38	3.21
Professional development	10.53% 4	13.16% 5	21.05% 8	55.26% 21	38	1.79
Growth opportunities	7.89% 3	18.42% 7	44.74% 17	28.95% 11	38	2.05
Job satisfaction / Work environment	31.58% 12	39.47% 15	21.05% 8	7.89% 3	38	2.95

### Question 5 Summary

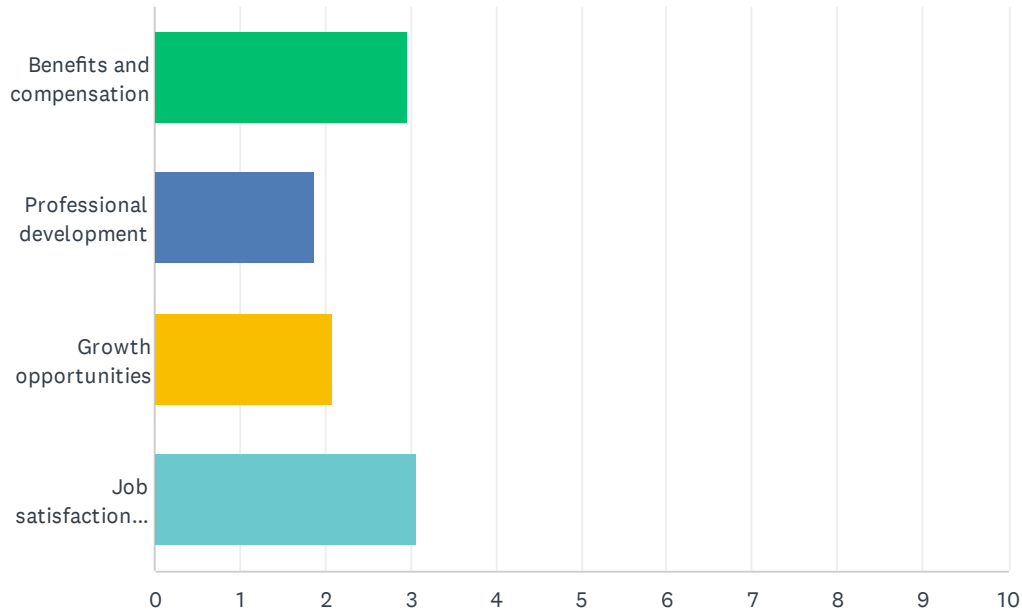
**Which do you believe is the most important aspect  
in retaining high quality staff?**

- This was a ranking question, so the top ranked questions by average were:
  1. Job satisfaction / Work Environment at 3.08
  2. Benefits and Compensation at 2.97
  3. Growth Opportunities at 2.08
  4. Professional Development at 1.87

Comments not available in ranking question in survey monkey.

## Q5 Which do you believe is the most important aspect in retaining high quality staff? Rank your selections 1-4.

Answered: 38 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Benefits and compensation	39.47% 15	28.95% 11	21.05% 8	10.53% 4	38	2.97
Professional development	10.53% 4	15.79% 6	23.68% 9	50.00% 19	38	1.87
Growth opportunities	10.53% 4	13.16% 5	50.00% 19	26.32% 10	38	2.08
Job satisfaction / Work environment	39.47% 15	42.11% 16	5.26% 2	13.16% 5	38	3.08

### Question 6 Summary

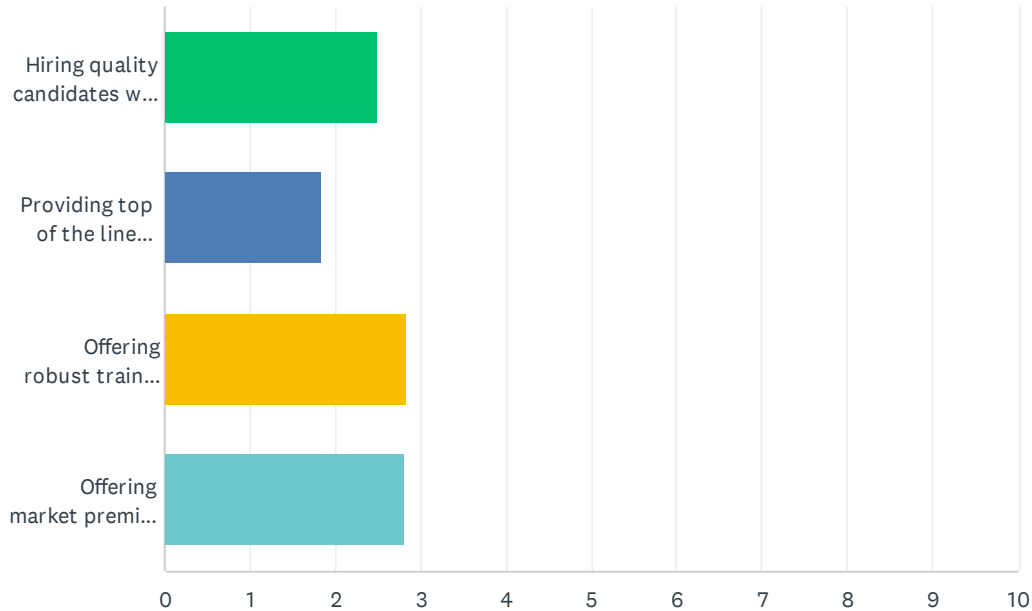
**What priority do you believe to be the most important  
in sustaining a high performing organization?**

- This was a ranking question, so the top ranked questions by average were:
  - Offering robust training and professional development opportunities at **2.84**
  - Offering market premium benefits and compensation at **2.82**
  - Hiring quality candidates with higher education degrees and/or professional certifications at **2.50**
  - Providing top of the line vehicles and equipment at **1.85**

Comments not available in ranking question in survey monkey.

## Q6 What priority do you believe to be the most important in sustaining a high performing organization? Rank your selections 1-4.

Answered: 38 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Hiring quality candidates with higher education degrees and/or professional certifications	31.58% 12	15.79% 6	23.68% 9	28.95% 11	38	2.50
Providing top of the line vehicles and equipment	5.26% 2	18.42% 7	31.58% 12	44.74% 17	38	1.84
Offering robust training and professional development opportunities	34.21% 13	34.21% 13	13.16% 5	18.42% 7	38	2.84
Offering market premium benefits and compensation	28.95% 11	31.58% 12	31.58% 12	7.89% 3	38	2.82

### Question 7 Summary

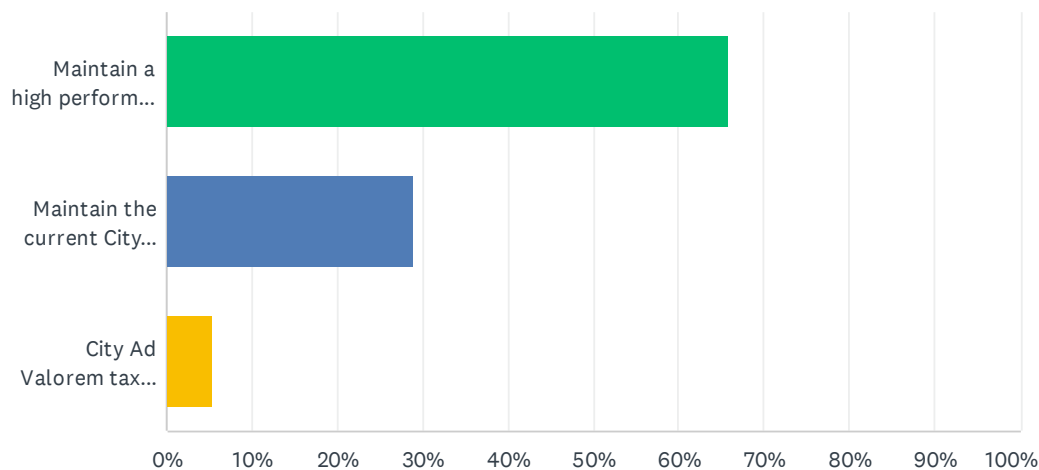
**If the City enters into a future fiscally constrained environment where current tax rate does not meet requirements to maintain existing levels of service (think Police, Fire, EMS, road maintenance, city events), which do you believe is most important?**

- 65.79% responded supported maintain robust staff and services as a priority, even if it meant small increases in City ad valorem tax rate
- 28.95% responded Maintain the current City ad valorem tax rate as a priority, City staff and services must live within its means
- 5.26% responded Ad valorem rates are too high already and City should drop less essential services in order to make small reductions in the rate
- 9 Comments submitted



Q7 City's total personnel cost (including salaries, healthcare, retirement and benefits) have increased on average 4.5% each year for the past decade from 2014 to 2023. Annual personnel cost will become challenging to fund as the City becomes built-out over the next five years. Without new properties being developed, all the funding for a professional City staff and services it provides will be borne by existing properties and sales tax generation. Like all organizations, the City faces cost pressures from general inflation, labor market competition and rising healthcare costs. If the City enters into a future fiscally constrained environment where current tax rate does not meet requirements to maintain existing levels of service (think Police, Fire, EMS, road maintenance, city events), which do you believe is most important?

Answered: 38 Skipped: 0



ANSWER CHOICES		RESPONSES	
Maintain a high performing City staff and robust services as a priority, even if it means small increases in City Ad Valorem tax rates		65.79%	25
Maintain the current City Ad Valorem tax rates as a priority, the City staff and its services must live within its means		28.95%	11
City Ad Valorem tax rates are too high, City should prioritize essential City services and drop less essential services in order to make small reductions in the tax rate		5.26%	2
TOTAL			38

#	YOU MAY EXPLAIN YOUR ANSWER OR GIVE FEEDBACK BY LEAVING A COMMENT:	DATE
1	We offer a premier suite of lifestyle services and that comes at a cost	1/21/2023 11:17 AM
2	As a resident that is currently receiving a tax freeze, my position may be over generous but I do believe that our PD, Fire and EMS are a main reason for the popularity of our city to new residents	1/20/2023 3:30 PM

3	As our property assessment increases, so do the taxes, even if the rate does not go up. So we must live within our means.	1/20/2023 2:29 PM
4	ENCOURAGE ADDITIONAL SALES TAX GENERATING COMMERCIAL DEVELOPMENT	1/19/2023 6:38 PM
5	The cost of living is increasing daily. It's tough to focus on your job if you are worried about paying your pmortgage.	1/18/2023 9:17 AM
6	It is these wonderful services and staff that make Shavano Park a great place to live. Maintaining that environment should be a priority.	1/13/2023 8:38 PM
7	Do not put cap on our ability to remain first class by being cheap	1/13/2023 5:47 PM
8	Of course the increase will have to be within reason....	1/13/2023 4:12 PM
9	The City's Ad Valorem Taxes are some of the lowest in Bexar County (almost half of those in San Antonio), yet we have one of the most affluent resident population bases. Although our tax rate needs to be managed, we shouldn't be "penny wise and dollar foolish" when providing quality city services.	1/13/2023 2:09 PM

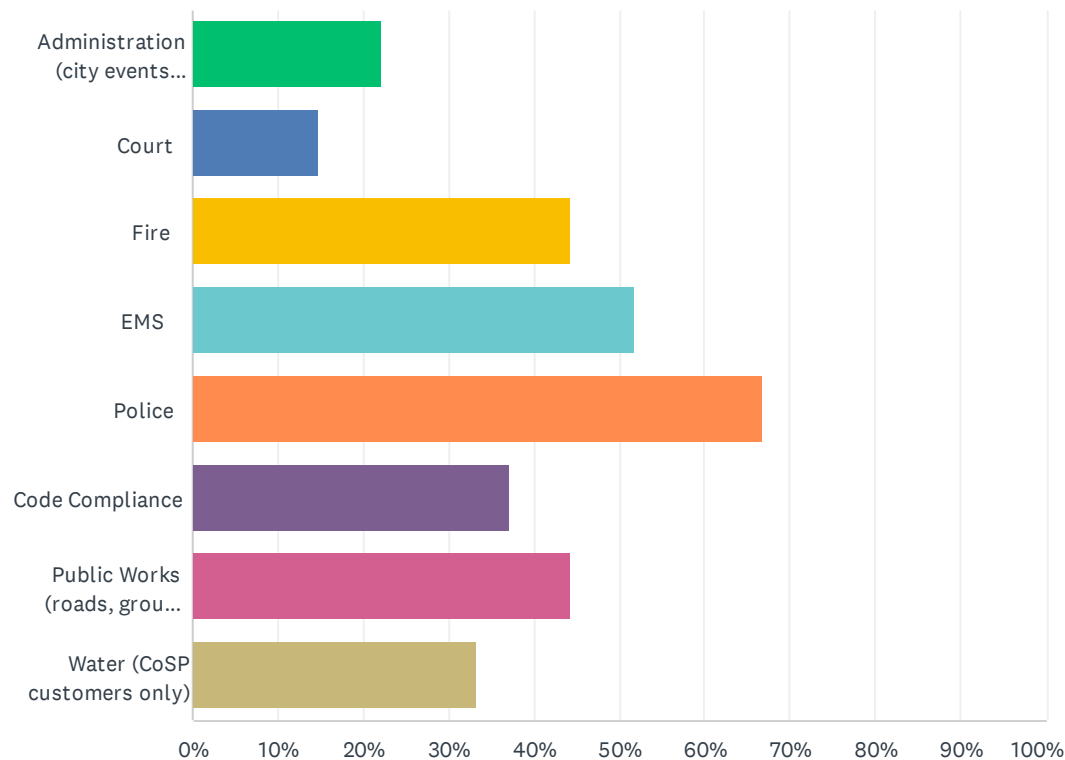
### Question 8 Summary

#### **What are your thoughts on City Services?**

- Top services residents prioritized are: (1) Police at 66.67%, (2) EMS at 51.85%, (3)/(4) Fire and Public Works tied at 44.44% and (5) Code Compliance at 37.04%
- Comment box with 22 responses.
- Many interesting specific comments submitted; here are a few highlighted:
  - Some said question was confusing or poorly focused
  - Some said didn't know enough to answer properly
  - Many expressed satisfactions with current City services
  - Some brought up current economic conditions impacting the City are also impacting residents as well

**Q8 What are your thoughts on City Services? To which City Services would you like to see additional resources? Or is the City providing an unnecessary service that should be eliminated? Select as many City Services as you wish or none at all. You may explain your thoughts in comment box below.**

Answered: 27 Skipped: 11



ANSWER CHOICES	RESPONSES	
Administration (city events, permitting, leadership)	22.22%	6
Court	14.81%	4
Fire	44.44%	12
EMS	51.85%	14
Police	66.67%	18
Code Compliance	37.04%	10
Public Works (roads, grounds maintenance)	44.44%	12
Water (CoSP customers only)	33.33%	9
Total Respondents: 27		

#	YOU MAY EXPLAIN YOUR THOUGHTS IN THE COMMENT BOX BELOW.	DATE
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1	End of day, the public works and water are the most crucial as those are the things that are most noticable from day to day. On that front, I think the city needs to be constantly evolving and focusing on ensuring our public works and water is at the forefront in terms of ease of use and sustanability level. This will keep property values high, and keep drawing in people generation after generation which should continue to see gradual rises in property values. Attracting the right types of commercial business should ideally help to sustain the tax revenues, but as a city fully promoting the businesses here in Shavano Park is just as crucial. Supporting Shavano Park business, only helps Shavano Park residents in the end! Police/EMS/Fire would be next in line as they are the services we need but dont always realize they need (until they are needed). Admin next to keep all of those things above running smoothly. I would put code compliance in the same category as administration. Courts are a necessary evil, which need to exist but we wish didnt have to exist basically.	1/25/2023 5:59 PM
2	I think we are doing a good job but i dont understand if that is a stretch on current staff or not	1/21/2023 11:17 AM
3	We've in the past year seen a large police response to a very minor issue, and the administration sometimes seems above and beyond as well. Unfortunately with this small city, the current economic situation cannot justify above and beyond. We'd prefer a small but quality force to allow tax relief. The city needs to serve the people, not draw an increasing fraction of blood from a populace that is bearing the weight of inflation, widening layoffs, stock market downturn, and signs of recession to sustain or expand itself.	1/20/2023 9:50 PM
4	Our PD and fire when at full employment is IMO quite adequate and superior as is. But I have always fell we were slightly understaffed and under budgeted in public works snd water. We need some definite modernization and attention to compensation in these areas	1/20/2023 3:30 PM
5	Really, it would be lovely to give more and more \$\$\$ to every department. If we want to live within our means, then we must leave it to the City Council and the Mayor plus the City Manager, who have the benefit of seeing all of the financial records regularly, to make sound decisions on our behalf. This survey listed all important departments, who can short change any one area?	1/20/2023 2:29 PM
6	I believe to work at a high level, we should always look for resources for each department. This can be even for personal Development	1/20/2023 2:13 PM
7	we believe the level of fire and police services are good and should be maintained and supported as is. As you discussed above the key is securing good employees and retention.	1/19/2023 9:44 PM
8	Like to see police actually looking at areas as they drive around.	1/19/2023 6:38 PM
9	How would I know how to answer that? As a resident, not an employee, and without glaring issues I have experienced or witnessed, I have no knowledge of internal operations or resources needed or unnecessary, so am not in the position of telling you what each dept. needs or doesn't need. That being said, I did have an experience with PD missing evidence of my home being broken into. Chief Fox made policy and training changes as a result. Other than that personal experience, I trust management of all depts. to adequately address these issues.	1/17/2023 1:16 PM
10	All of these city services work together to keep our city safe and running smoothly and efficiently! The City Events bring residents together and provide a real sense of community which is getting harder to find these days.	1/16/2023 11:21 AM
11	I think the city is providing excellent services.	1/16/2023 6:27 AM
12	Safety first. Everything else can be negotiated	1/15/2023 10:02 PM
13	Think these are the unsung hero's of our city. They work in the cold and heat keeping the roads in good condition. They mow and clean the municipal areas. They come all hours to fix the water system if needed.	1/14/2023 5:44 PM
14	I am not sure what the 8th question is asking - what additional resources or what resources to eliminate. I choose not to select anything due to this confusion. Questions 4, 5, & 6 - my opinion on these items doesn't attract or maintain employees. These questions should be directed to the employees. Understanding their priorities would be beneficial in making decisions.	1/14/2023 8:12 AM
15	I think the City is providing all the right services.	1/13/2023 8:38 PM
16	Less code compliance. Owners rights	1/13/2023 5:53 PM

17	Keep the quality living conditions we desire	1/13/2023 5:47 PM
18	We should focus on the essential items citizens cannot provide for themselves. We are not currently doing this.	1/13/2023 4:48 PM
19	Don't know enough to answer	1/13/2023 4:25 PM
20	We need to maintain the current services that the city offers but as we improve the streets with the bond money we need to continuously repair the roads the bond money doesn't cover. After the NW Military construction we should keep it looking well kept and maintained with plants, trees and flowers.	1/13/2023 4:12 PM
21	THIS IS A POORLY FOCUSED AND WRITTEN SURVEY QUESTION! Because of our aging demographic population base in Shavano Park (42% over the age of 65), we should ensure that our EMS services are the best throughout Bexar County. I would like to see that our EMS salaries are some of the highest in the county to be able to attract and retain the best EMS personnel. If I need EMS services, I want the most qualified individuals showing up at my front door!	1/13/2023 2:09 PM
22	Appears we are over staffed as to # of officers in relation to population. Outsource code compliance.	1/13/2023 11:22 AM



## Municipal Talent Management and Retention

Shavano Park's development into a premier community of Bexar County in the last ten to twenty years owes much to the leadership and talent of the City's paid professional staff.

While the City presently has high-performing and professional Police, Fire, Public Works/Water and Administration departments **led** by a City Manager, this was not always the case. Staff is a significant budgetary cost to the City, a cost that is anticipated to grow in future years due to inflation, labor market competition, and rising healthcare costs. These challenges can be compounded by the fact that Shavano Park is a small and quiet town that, while desirable to live in, is professionally unattractive to some Police and Fire candidates, making recruitment more difficult. This Town Plan encourages future City Councils to make fiscally prudent **and enabling** decisions necessary to hire and retain the professional staff of the City.

**This Town Plan identifies the following Issues and Action Steps for the City in future regulating of Municipal Talent Management and Retention:**

### Issues:

- Small cities struggle to keep up with labor market competition from larger cities
- City has limited control over Inflation rates, health insurance costs or labor competition
- High expectations of customer service by community
- Small city size limits promotion opportunities within departments
- Employees and candidates desire working with up to date and functional equipment
- Many Police & Fire candidates prefer careers in communities with more crime and fires
- Administrative staff required to perform multiple job tasks and roles
- Budget requirements and constraints compete for any projected revenue increase

### Action Steps:

- Make fiscally prudent decisions necessary to hire and retain a professional City staff
- Annually identify positions and job skills with most difficulty filling vacancies and focus resources on those positions
- Maintain City website as digital face of the City for potential applicants
- Offer increased training opportunities and hiring incentives
- Maintain annual compensation study / reviews and periodic employee surveys
- Put a premium on developing and retaining key leadership positions in City departments
- Focus on team-building and consider offering low-cost work perks
- Enable Directors to propose innovative incentives and to stress work/life balance

### **Development of a Professional City Staff**

Hiring and retaining high quality employees is one of the hardest, but most important aspects of operating a high-performing organization. Incorporated as a municipality in 1956 with little annual revenue, the City was formed and operated by volunteers for many years. In addition to the elected officials, positions such as the Fire Chief, Town Marshal, City Clerk, Building Inspector, Tax Assessor Collector, and Water Board were filled by residents. As responsibilities increased, part-time and full-time staff were incrementally added. In 1971, the City hired its first police officer, yet the Fire Department remained an all-volunteer force. A part-time municipal Court Clerk and Public Works Director was added in subsequent years. The first full-time Fire Chief was hired in 1991 and the first City Manager in 1997.



**Shavano Park Volunteer Fire Department in 1952**

Since the 1990's, the full-time staff has increased to 51 positions, which are supported by qualified contracted specialists (Attorney, Engineer, Building Inspector, Health Inspector, Judge, Prosecutor). For Shavano Park, municipal talent management and retention are influenced by a few broad factors: compensation; professional development, growth opportunities and job satisfaction.



**Shavano Park Fire Department in 2023**

**Compensation.** Throughout the evolution of Shavano Park, it has been a constant challenge to hire and retain professional staff while balancing competing demands and limited revenues. Often, the Fire and Police Departments have become a training ground for other agencies as some of our best

leave for greener pastures. Nevertheless, over the years highly talented staff have contributed significantly to the City's growth into a premier community within Bexar County. The City has built a high performing and professional Police, Fire, Public Works and Administrative



departments led by the City Manager and Directors. Resourcing the staff's compensation is the most significant expense the City has and represents about 75% of the annual General Fund Budget or 49.4% of all combined annual funding.



The City conducted extensive compensation Studies in 2012, 2016, and again in 2021. In each case, the city's compensation levels were generally in the bottom 1/3 range (with some exceptions). After each study, Council approved measures to move the compensation level to at least the 50% level, which was made possible by revenue from the increasing residential and commercial

development. In 2023, the City's compensation remains competitive, but will continue to be challenged by factors such as recent above normal inflation, rising healthcare costs, and local hiring demand.

**Professional Development.** An advantage of being a small organization is that a single employee usually has complete responsibility for a function or job (e.g. the Court Clerk facilitates all facets of the court office responsibilities as opposed to four or five clerks working various tasks). This affords an employee an excellent opportunity to fully develop skill sets in functional areas. Additionally, most employees are assigned secondary or backup responsibilities and roles. Again, this broadens their development and skill sets. A disadvantage to the small organization is that some of the responsibilities may not be as complex as those of larger municipalities.



Police and Fire employees at Blattman Elementary

**Growth Opportunities.** Another disadvantage to a small organization is that there are limited opportunities for promotion or movement to lateral jobs. Fire, Police, and Public Works do have several layers of supervision within a single department, but only within that department.

**Job Satisfaction.** This aspect is an intangible measure that, for the most part, is individually based. Factors likely include: a challenging work atmosphere; work-life balance; recognition and rewards; the culture of the department; and having responsibility.

## **The Impact of Inflation, Labor Competition and Healthcare Costs**

In the last decade, inflation, wages and healthcare costs remained fairly steady and manageable for many organizations. These metrics drastically changed in 2022.

- For the last decade, the average annual rate of inflation was only 2.42% according to the Bureau of Labor Statistics' Consumer Price Index. In 2022, however, the inflation rate spiked to 6.2%.
- Likewise, the average annual wage increase for the last decade was only 3.30% according to the Social Security Administration's Average Wage Index. In 2022, however, the average annual wage increase was 8.89%.
  - Specific trends seen regionally in the labor market is the growing difficulty to hire and retain paramedics and law enforcement officers.
- The same upward trend is also seen in healthcare costs; for the last decade the average annual costs increased by 3.1% according to the Bureau of Labor Statistics' Medical Care Consumer Price Index, but in 2022, the rate spiked to 4.98% over the last half of 2022.

These fiscal challenges have been afforded without property tax rate increases due to steady City growth and property value accumulation. From 2017 – 2023 the City property tax assessments increased by 6.8% annually. Between 2013-2023 the only City property taxes increase was by \$0.01 cent in 2022 to pay for the debt associated with the voter-approved \$10M street reconstruction project bond (see page X for the Public Infrastructure section of the Town Plan).

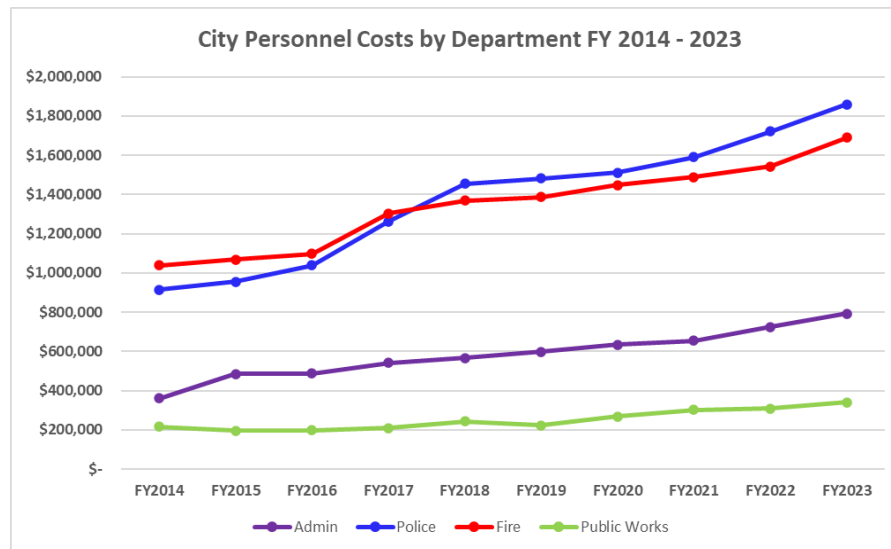
## **Challenges of Meeting Compensation Without City Development and Growth**

Annual personnel cost will become challenging to fund as the City becomes built-out over the next five years (see page X for the of long-term City finances focus area of this Town Plan). Without new properties being developed, all the funding for a professional City staff will be borne by existing properties and sales tax generation. Here are examples of recent trends in inflation, labor competition and healthcare and their impact on City finances:



**Shavano Park Public Works Department in 2023**

- The impact of inflation in 2022 on City budget was mostly felt in gasoline fuel costs to run City vehicles and items with micro-chips. For example, the Police Department spent \$72,154 on fuel costs in 2022 compared to \$39,426 in 2021. In 2022, two new police



**Table 1. Note: Analysis does not include Water employees funded by the Water Utility that is used by only a portion of the City.**

cars were unable to be deployed for ten months due to supply chain shortages related to police packages (lights, radar other equipment with microchips). City has seen price increases on all networking and computer equipment since mid-2021 ranging from 20% to 50%.

- The City's total personnel cost (including salaries, healthcare, retirement and benefits) have increased on average 4.5% each year for the past decade from 2014 to 2023 (see Table 1). Recent labor market pressures are being felt most in the City's Police and Fire Departments. As previously discussed, the City Council in 2022 authorized a 6.5% wage increase for all employees with an additional .5% increase for lower-wage employees to address inflation across all departments. In addition to these wage increases, paramedics received increased certification pay in 2022. In 2022, the Fire Department had three open paramedic positions for the majority of the year. In response, the Fire Department started offering part-time paramedic positions for the first time to offset the shortage and developed a plan to hire paramedic-only applicants and pay for their fire certification training. In early 2023, the City Manager is considering further hiring incentives as it anticipated that this market competition for a limited pool of qualified individuals will continue in Police and Fire Departments.
- In 2022, the City's health insurance provider issued an 18% rate increase for existing employee healthcare plans. City Council approved an 11.3% increase to the monthly

contribution of the City to employee healthcare plans in the Fiscal Year 2022-2023 Budget to help cover the rate increase.

This Town Plan encourages future City Councils to make fiscally prudent decisions necessary to hire and retain a professional City staff. Financial resources are not unlimited, however, so future City Councils and City Managers should annually identify positions and job skills with most difficulty filling vacancies and focus resources on those positions.

## PLANNING & ZONING STAFF SUMMARY

Meeting Date: February 1, 2023

Agenda item: 7

Prepared by: Curtis Leeth

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

Discussion – First review of the *Public Infrastructure* focus area of the 2023 Town Plan - City Manager / Assistant City Manager

7.a. Presentation – Overview of current City infrastructure

7.b. Review and discussion – *Public Infrastructure* draft write-up

7.c. Review and discussion – *Public Infrastructure* draft survey

X

**Attachments for Reference:**

1) 7b Draft write-up

2) 7c Draft Public Survey

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**BACKGROUND / HISTORY:** At the November 2, 2022 Planning & Zoning Meeting, the Commission selected Public Infrastructure for the 5<sup>th</sup> focus area of the Town Plan.

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**DISCUSSION:** This is the first review of the *Public Infrastructure* focus area of the Town Plan 2023.

**City Staff need guidance on two items:**

1. Give initial feedback on draft focus area write-up (item 7b)
2. Come to consensus for the public survey (item 7c)

Month	Public Infrastructure
Feb	Intro
March	Review + PH
April	Final

Staff will provide a short presentation on current City staffing and national trends in labor market at the meeting. Staff left the Issues and Action Steps blank for first introduction. **Chairman Laws encourages Commissioners to come to meeting prepared to speak on what they think the issues and action steps are for this focus area.**

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**COURSES OF ACTION:** N/A; give guidance to staff.

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**FINANCIAL IMPACT:** N/A

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**MOTION REQUESTED:** N/A; give guidance to staff on:

1. Give initial feedback on draft focus area write-up (item 7b)
2. Come to consensus for the public survey (item 7c)



## Public Infrastructure

**Public Infrastructure is the physical structures and facilities that act as a basis for quality of life and are essential for movement and business. This equates to public streets, roads, parking, drainage, greenbelts, electric, gas, water service, lighting, and internet service. Some of these basic services are provided by private or outside agencies. Shavano Park's responsibility primarily falls on public buildings, streets, drainage, greenbelts and the water system. Much of the City's infrastructure was constructed in the 1950s-70s and is approaching maintenance or replacement requirements. The City in the past rarely had the necessary funds available to provide premier infrastructure. With the City's growth into a premier City of Bexar County, the residents and business now expect quality infrastructure. In the next 5-10 years it is anticipated the City will face significant infrastructure maintenance requirements. This Town Plan encourages future City Councils to pursue grant funding for these challenges but also acknowledge the role debt financing will play in future renewal of the City's public infrastructure.**

**This Town Plan identifies the following Issues and Action Steps in Public Infrastructure:**

### Issues:



### Action Steps:





## **Public Infrastructure Table of Contents**

This focus area of the Town Plan covers a multitude of topics, here is the table of contents with links to each section for ease of navigation:

1. **City Roads** ..... page X
2. **NW Military** ..... page X
3. **Bike and Pedestrian pathways** ..... page X
4. **Water System** ..... page X
5. **Drainage** ..... page X
6. **Municipal Tract** ..... page X
7. **Fiber Internet Service** ..... page X

### **City Roads**

Shavano Park, like all cities, is responsible to maintain public roads. and reconstruct all public streets and faces deteriorating roads that date original development in major sections of City. The average road lifespan is 20 - 30 years, and with good maintenance 40 - 50 years. Most of the streets the City is responsible for were built before 1980 and are deteriorating. The City is responsible to maintain 20 miles of public streets and in 2022 had only \$1.3M dollars saved. The total cost to maintain and repair these streets is in the millions and well above City savings. This required street reconstruction and maintenance is anticipated to be the biggest cost challenge facing Shavano Park the next 20 - 30 years.

#### **Failing City Roads in Old Shavano Park**



City will prioritize street repair on the worst areas, while simultaneously implementing a maintenance program for areas not being repaired. Once those problem areas are completed, the next worst streets can be planned and repaired. The City in 2022 developed a phased-in approach to street repair to be implemented over the next 20 years to be able to afford the work with a minimum effect on the budget and property tax rate (see map on next page).

In 2022, the first action to address the deteriorating streets and the first major street maintenance project since 2004 was taken with a \$10M voter-approved Bond to fully reconstruct six miles of roads in Old Shavano Park (Phase 1 – Red on map). These roads were confirmed to be in near failing state in many areas with a comprehensive street assessment that measured the pavement condition indexes of road sections throughout Old Shavano Park. In 2022 the City also secured \$4M a federally-funded Community Project Funding Request in the 2023 Federal Budget from the office of Congressman Tony Gonzales (TX-23) and the United States Congress to improve De Zavala Road with drainage facilities, added bike lanes and sidewalks along with re-paving the

# Street Maintenance Phases

**Phase 1** (Red)

**Phase 1A** (Yellow)

**Phase 2** (Green)

**Phase 3** (Blue)

**Phase 4** (Purple)

**Private Street** (Black)

**Legend:**

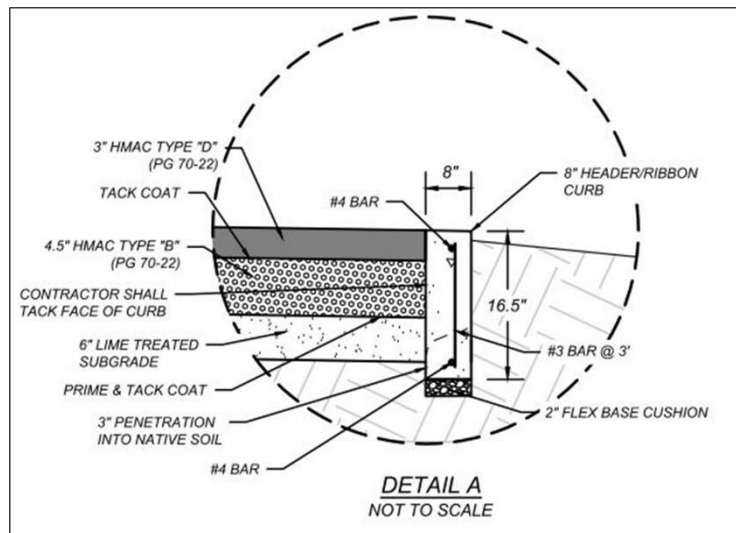
- Phase 1
- Phase 1A
- Phase 2
- Phase 3
- Phase 4
- Private Street

TOWN PLAN | 2023 3



Repaving of Post Oak Way entrance (from Lockhill-Selma), and (3) complete street reconstruction of the cul-de-sacs of Elm Spring, Honey Bee, Hunters Branch, Hunters Branch South, and Turkey Creek. All existing road material will be removed and new road material installed. The new roads will come with a new 8-inch curb is called a “ribbon curb” and is flush with road (not raised – see Exhibit 1). This curb reduces roadway edge failures and adds significant life to road.

**Exhibit 1 – Bond Project Street Reconstruction**



In order to afford the annual debt payments on the 2022 voter-approved Bond, the City’s ad valorem property tax was increased by \$0.01. In addition, the City used its entire \$1.3M dollar street maintenance savings in order to keep the tax rate increase to just \$0.01. See page X for the Long-term City Finances focus area of this Town Plan for more discussion. It is important to note here though that once Phase 1 and Phase 1A of the Street Maintenance Plan are complete in 2024-2025 the City is predicted to have exhausted its street maintenance savings and all future street maintenance costs will have to borne by grant funding or debt financing.

**PHASE 1B** - The re-paving of De Zavala Road with addition of dedicated bike lanes, sidewalks with raised curb and drainage improvements. This project will be competed for federal funding. See page X for De Zavala Road driange improvements and page X for De Zavala bike and accessibility improvements.

**PHASE 2 - Old Shavano Park West neighborhood.** The streets in this area were built in the 1970s and are in decent condition largely because of their curbs and newer age than Old Shavano Park East. The worst deteriorated areas of Old Shavano Park West neighborhoods is proposed to be repaired in the \$10M Bond Election. In fact the City already repaired Arrow Mound cul-de-sac in fall 2021 because of its severe deterioration. Cul-de-sacs in Old Shavano Park West are in the worse shape than the roads because of the regular turning of larger vehicles like trash and delivery trucks as they turn around in a cul-de-sac. The cul-de-sacs of Turkey Creek, Honey Bee, Elm Spring, Hunters Branch and Hunters Branch South are all included in the Bond Election for Phase 1.

**PHASE 3 - Shavano Creek and Shavano Estates.** These streets were built in the late 1970s - 1980s and are in good to decent condition. These streets also all have curbs that help extend life of the road. The Lockhill-Selma entrance of Post Oak Way in Shavano Creek is included in the Bond because it has significant road cracking due to much heavier traffic flow due to being the main

entrance to the subdivision from Lockhill-Selma. The residential roads further in the subdivision see less traffic and are therefore in better condition. The City anticipates with regular maintenance such as seal coating and crack sealing these roads can endure for many more years. Due to these roads better pavement conditions these neighborhoods are put in Phase 3.

**PHASE 4 - Lockhill-Selma and Pond Hill.** These two major thorough ways were constructed in the early to mid 2000s and are still in excellent condition. The City anticipates with regular maintenance such as seal coating and crack sealing these roads can endure for many more years. These will be significant and quite costly road projects in the future as they must be built to sustain heavy traffic and heavy vehicles like trailer trucks. This is why these streets are placed in Phase 4.

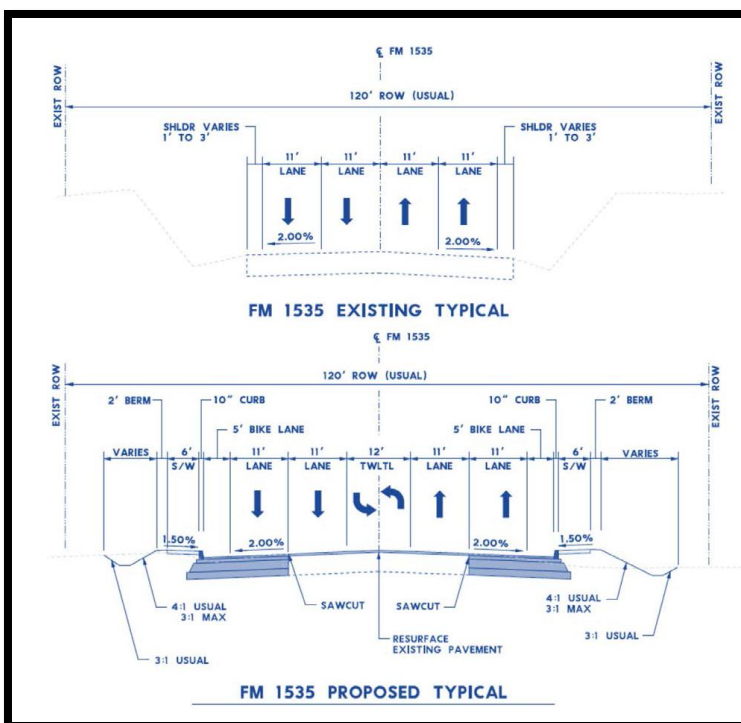
While the City has an intuitive understanding of the condition of the roads, the roads in Phase 2, 3 and 4 have not been comprehensively assessed for their pavement condition. Long-term planning and forecasting will be necessary to ensure the street maintenance responsibilities of the City for its 20 miles of public roads do not become overly burdensome to the tax payers of the City. This Town Plan encourages the City to complete comprehensive street assessments of the streets in Phase 2, 3 and 4 to create more refined and accurate schedule for maintenance and repair.

### **NW Military Highway**

Since the summer of 2021, NW Military Highway has been under major construction with the Texas Department of Transportation (TxDOT). This improvement of NW Military was a major focus of the 2010 and 2018 Town Plans and these plans' vision drove the City's coordination with TxDOT to secure \$15.5M Federal and State funding through the Alamo Area Municipal Planning Organization. The City was responsible to relocate its water utilities in the State right-of-way, which cost approximately \$925,000.

The project is slated to complete by December 2023 and includes the following improvements to NW Military Highway in the City of Shavano Park (see Exhibit 2):

**Exhibit 2 – NW Military Improvement Project**



- Adding a continuous center-turn lane
- Adding dedicated sidewalks and bicycles
- Adding a traffic signal at Pond Hill Road intersection
- Installing raised medians between Loop 1604 and Wagon Trail Road (improving safety)
- Multiple drainage improvements to prevent increased storm water runoff (storm sewer, expanded culverts)
- Partial reconstruction of residential driveways to safely tie into the expanded road
- VIA covered bus stop installed near Pond Hill Road & NW Military Highway

This Town Plan looks to the future with what NW Military Highway will look like after December 2023 and the completion of the project.

This project, while making many accessibility and safety improvements to the highway, is also distressing to many residents because of the cutting down of so many trees in the right-of-way. These trees being cut down was necessary to make way for the movement of utilities, installation of the storm sewer and pavement expansion. The City coordinated closely with TxDOT in engineering and initial construction to save as many trees as possible but the reality of the construction project meant few were saved. In response, the City Council in 2021 established the NW Military Highway Beautification Committee. Many residents who participated throughout the Town Plan process spoke to the loss of trees on NW Military as damaging the beauty of the City and also spoke to a sense of a large stripe of concrete and asphalt dividing the City in two.



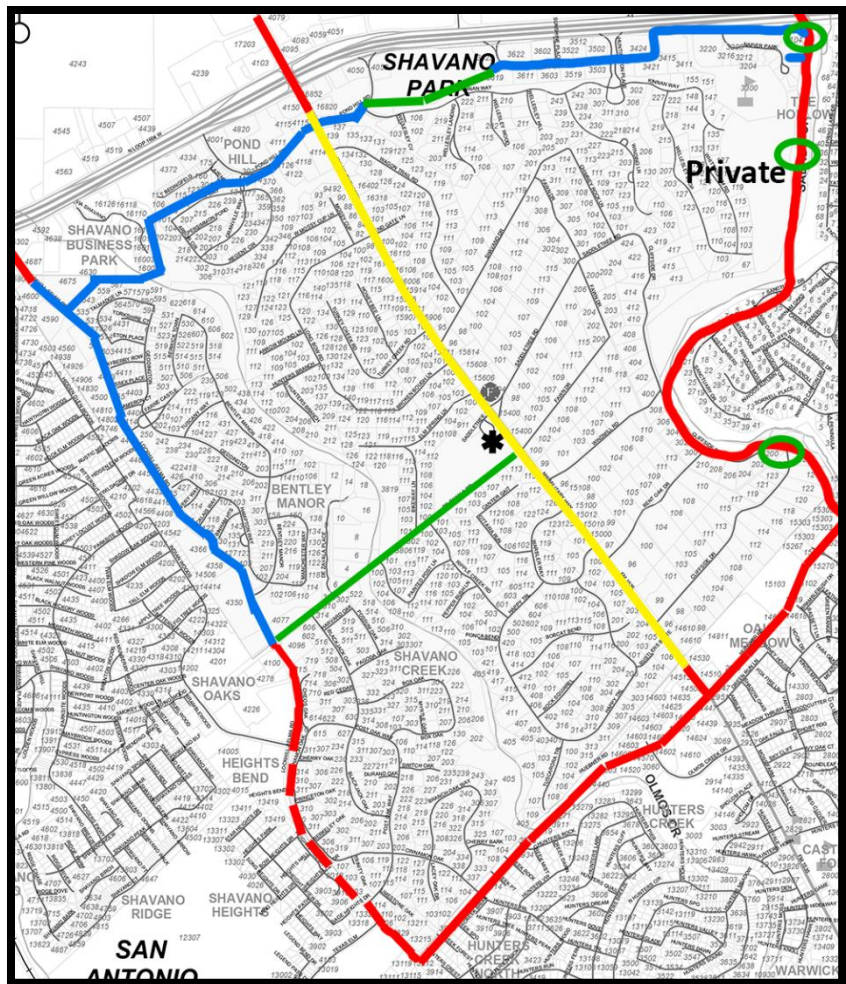
The Governor's Community Achievement Awards is a potential funding vehicle for NW Military Highway beautification. Keep Texas Beautiful, in partnership with the Texas Department of Transportation (TxDOT), has awarded the prestigious Governor's Community Achievement Awards (GCAA) to Texas communities for their outstanding overall efforts to keep their communities beautiful since 1969.

In 2023, ten winning communities will share \$2 million in landscaping awards from TxDOT, with the amount based on population size. City would receive a \$110,000 grant if awarded by the Keep Texas Beautiful program. The funds can be used for landscaping projects in state rights-of-way. City staff and the NW Military Highway Beautification Committee will pursue this grant process and coordinate with TxDOT to achieve an actionable vision for landscaping and beautification for the road. The Town Plan supports and encourages these efforts to achieve beautification improvements for NW Military.

The 2010 and 2018 Town Plans called for a creation of a network of sidewalks, bike lanes and trailheads to interconnect the City and provide access to nearby San Antonio pathways and parks. Since 2018, significant progress has been made on creating this network but much work remains to be completed.

By 2024, it is anticipated the new sidewalks and bike lanes on NW Military will be complete and provide immense improvement to the City's accessibility. In 2024-2025 the construction of dedicated bike lanes and sidewalks with the federally-funded De Zavala project will likewise be drastic improvement to accessibility.

After these projects there remains two portions of trails - one in San Antonio jurisdiction between De Zavala Road and Huebner Road (see dashes red in Exhibit 3) and a portion connecting NW Military to the north Salado Creek Greenway trailhead (green line near 1604).



### Exhibit 3 – Map of Current Sidewalk and Bike Lane Network

1. City of San Antonio in 2022 installed sidewalks from Basis School to De Zavala. The City of Shavano Park will continue to encourage the City of San Antonio to complete the sidewalks fully from Huebner to De Zavala.
2. The gap is currently on undeveloped land. Bitterblue, the City's primary developer is currently in pre-planning for development of the lot. Hike/Bike paths will be constructed on the lot when it is developed.



The final hike / bike accessibility topic to discuss is the southern Cliffside trailhead access to Salado Creek Greenway. The City has made some improvements to the pathway since the 2018 Town Plan but has preserved a natural footpath. Residents who participated in the Town Plan process expressed desire for improved accessibility on the trail similar to the paved and gated access Inwood HOA has across Salado Creek Greenway in City of San Antonio. There are difficulties creating a similar trailhead due to limited parking area, challenges re-grading the path and limited ability for City of Shavano Park to put up a gate to monitor and control access. This Town Plan encourages future City Councils to monitor developments near the Cliffside trail access point, but also to remember the trailhead is near existing homes and further improvements will require careful consideration and planning.

### **Water System**

Shavano Park Water Utility was created in 1972 after the transference of the existing water infrastructure from the Forest Oaks Development Company to the City of Shavano Park. The Shavano Park Water Utility was the only water provider in the City until the annexation and development of land in the early 2000s. The areas annexed in the early 2000s became the neighborhoods of Bentley Manor, De Zavala Estates, Huntington, Pond Hill and Shavano Estates. All those neighborhoods are serviced by the San Antonio Water System (SAWS). In fact, after the development of Ripple Creek/Paint Post neighborhood south of De Zavala, further development ceased for a number of years primarily due to a lack of water. The Edwards Aquifer wells in the original City were all limited capacity wells.

In 2009 during a severe state-wide drought, the City drilled into the Trinity Aquifer to diversify the City's water supply, creating Well #9. Complications with the water from Trinity Aquifer required additional improvements and maintenance to the well and water system over the life of the well. In 2019, the Trinity Well #9 was capped and mothballed due to ongoing maintenance costs and low water pumpage rates.

Today the Shavano Park utility serves 713 customers in an area covering roughly half the City (see map) using Edwards Aquifer Water. Over the last three years the Shavano Park Water Utility pumped on average 1.5 million gallons per year. The system maintains four well sites and pumps water through two distribution sites. The system is maintained by eight employees and funded by a separate Water Fund (four employees split at 50% both workload and pay with Public Works and the City wide General Fund). Much of the water infrastructure of the City dates to the original development of the neighborhoods. In Old Shavano Park east of NW Military that means most water lines dates to the 1950s and 1960s. In Old Shavano Park west of NW Military water lines date to the 1960s and 1970s. Shavano Estates water lines generally date to the late 1980s thru early 1990s.

Since the 2018 Town Plan the Shavano Park Water Utility has been performing numerous upgrades to the system due to road projects in the City – both the TxDOT NW Military Highway

project, but also the City's 2022 Street Bond Project. In both instances the lowering or moving of water lines is necessary to remove conflicts with road reconstruction or other utility work. Along NW Military the Water Utility has replaced 3,000 liner feet of water lines and 5 major crossings. All pipe replaced aging Asbestos Cement (AC) water lines, installation and manufacturing of AC water lines largely discontinued in North America in the late 1970s due to health concerns associated with the manufacturing process of AC pipes and the possible release of asbestos fibres from deteriorated pipes.

In preparation for the Street Reconstruction Bond Project that commences in 2023, the Water Utility has been replacing all long water service lines that cross under the road as well as 10 water main crossings. These water lines were shallow and in conflict with the road reconstruction. In addition, the replacement of these aging lines made the most sense to do so now before newly reconstructed roads were installed (see page X for discussion on the 2022 Street Reconstruction Bond Project).

The biggest challenge to predicting the City's future Water capital needs or debt financing needs

- The age of each water main within the distribution
- Building and understanding a water model. Water models can help determine:
  - The future water main size based on the number of houses.
  - Material types and when they need replaced due to material deterioration
  - If additional booster pumps need added to the system for fire suppression
  - A model will help determine many things to help improve the ISO rating, since the water system is 40 points of the 100.
  - If additional water capacity (storage tanks) is needed

## **Drainage**

Shavano Park is situated between the Texas Hill Country to the north and the lower lying areas of San Antonio proper and has long experienced drainage challenges. These challenges intensified during the 1990s and 2000s with the rapid development within and around Shavano Park. Drainage was a focus area of the 2010 and 2018 Town Plans and a significant focus of the City from 2016-2021 after the completion of a Master Drainage Plan in 2017. Between 2017 and 2021 the City spent \$1,104,798 on drainage projects from the City's drainage reserves in the Capital Fund.

<b>Big Picture - Drainage Reserves</b>	
<b>City Drainage Reserves when started</b>	<b>\$ 1,320,746</b>
<b>Total Expenses 2017 - 2021</b>	<b>\$ (1,104,798)</b>
<b>Transfer to Street Fund for Bond Project (FY23)</b>	<b>\$ (215,948)</b>
<b>Remaining Drainage Reserves January 1, 2023</b>	<b>\$ (0)</b>

This \$1.1M spent built three low water crossings on Chimney Rock, Bent Oak and Windmill, cleared multiple drainage ways and installed a pump in a natural depression north of Wagon Trail. A breakdown of the cost by project is on the following page in Exhibit 4.

#### Exhibit 4 – Breakdown of Drainage Project expenditures from 2017-2021

<b>Engineer Planning</b>	<b>Anticipated Costs</b>	<b>Actual Expenses</b>
KFW Engineering Task Order 4 (Chimney Rock)	\$ 60,307.00	\$ 60,252.39
KFW Engineering Task Order 5 (Bent Oak/Windmill)	\$ 58,800.00	\$ 56,807.76
KFW Engineering Task Order 6 (PER)	\$ 118,000.00	\$ 118,000.00
<b>Engineering costs</b>	<b>\$ 237,107.00</b>	<b>\$ 235,060.15</b>
<b>Construction / Project</b>		
Bent Oak Clearing	\$ 15,000.00	\$ 10,000.00
Windmill culvert	\$ 280,746.64	\$ 322,550.00
Bent Oak culvert	\$ 251,493.17	\$ 233,824.00
Chimney Rock culvert	\$ 292,847.46	\$ 303,364.00
Wagon Trail Depression Pump	\$ -	Bitterblue
Kinnan Way Berm Clearing	\$ -	Bitterblue
<b>Construction costs</b>	<b>\$ 840,087.27</b>	<b>\$ 869,738.00</b>
<b>Totals</b>	<b>\$ 1,077,194.27</b>	<b>\$ 1,104,798.15</b>

There remains only three drainage projects identified in the 2017 Master Drainage Plan left incomplete. Of the three, one is being accomplished with the Federal Funding in the De Zavala improvement project. The remaining two are well beyond current City funding and require property owner buy-in to secure drainage easement agreements.

### De Zavala storm water culvert.

The Federally-funded De Zavala project will capture water running from Municipal Tract and NW Military Highway before it spills across De Zavala and into the homes along Painted Post and Ripple Creek towards De Zavala (see Exhibit 5). The project will upgrade the existing culverts that convey water under De Zavala near the Municipal Tract. This water will be captured by a 54 inch drain pipe that will run the length of De Zavala to the Olmos Creek.

This pipe (in red in Exhibit 5) will provide considerable relief to properties along Ripple Creek and Painted Post that flood during storm events. The De Zavala project, in early 2023, is in the middle of Engineering and is anticipated to start construction in 2024.

Exhibit 5 – Drainage near De Zavala





### Turkey Creek and Elm Spring Drainage projects

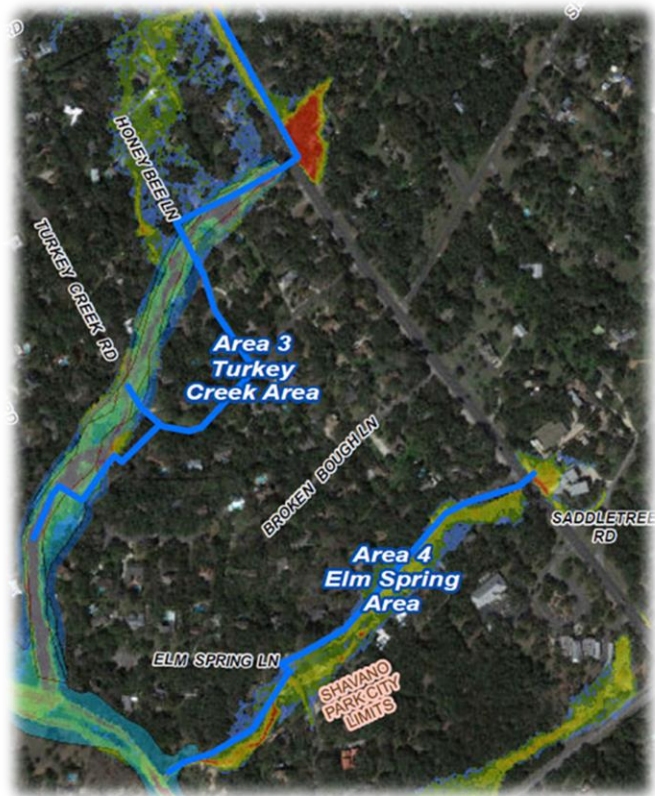
Both of these drainage projects were studied in the 2020 Preliminary Engineering Report and total \$4.4M to achieve, well beyond City reserves. Both projects propose install storm sewers to capture water flowing through the Turkey Creek/Honey Bee neighborhood and along Elm Spring and carry the water underground to the Olmos Creek basin. The Turkey Creek/Honey Bee project would remove all the homes located north of Long Bow Road from the existing floodplain. The Elm Spring project would prevent the roadway becoming flooded in even small rain events as it is today. Both projects, in addition to being costly, will require drainage easement agreement with private property owners to convey the water to the Olmos as well. This property owner buy-in will be another challenge to these projects.

The decision point to pursue these projects will be with the scheduled Road Maintenance in Phase 2. These drainage projects could be packaged with the road reconstruction in a future bond or grant funded project.

### Municipal Tract

The Municipal Tract consists of approximately 22 acres of land and is located in the center of the City at the northwest intersection of De Zavala Road and NW Military Highway. The Municipal Tract was deeded to the City by Rogers Shavano Ranch Inc. in 2000 to be used exclusively for "general municipal, municipal recreational, or other community-orientated purposes and/or facilities." This restriction ensures the tract is designated solely for municipal and community use

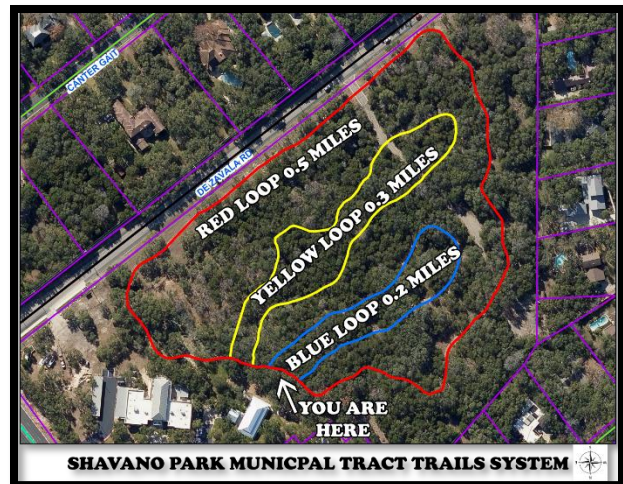
### Exhibit 6 – Remaining two big drainage projects



Project	Project Cost Estimate (2020)
Turkey Creek	\$ 3,069,770.96
Elm Spring	\$ 1,321,174.11
<b>Total</b>	<b>\$ 4,390,945.07</b>

and will not be developed for any residential or commercial uses. The Municipal Tract was a major focus of the 2010 and 2018 Town Plan. Since the 2018 Town Plan numerous Community facilities have been constructed.

- In 2019, a 1-mile Nature Trail was constructed on the Municipal Tract.
- In 2020-2021, a large outdoor pavilion and playgrounds were constructed near City Hall.
- In 2022, a KIA (killed-in-action) Veterans Memorial to three Shavano Park residents who died in combat was constructed in front of the Outdoor Pavilion.
- In 2022, the Municipal Tract began hosting a Farmer's Market with 20-30 vendors participating every Sunday.



Incremental improvements to the Municipal Tract continue in 2023 with the construction of a shade structure over the playgrounds and implementation of a Starr Family Trail improvement project funded by a \$10,000 donation from the Starr Family, long time residents of the City. See page X for the role the Municipal Tract plays in Community Engagement. Residents who



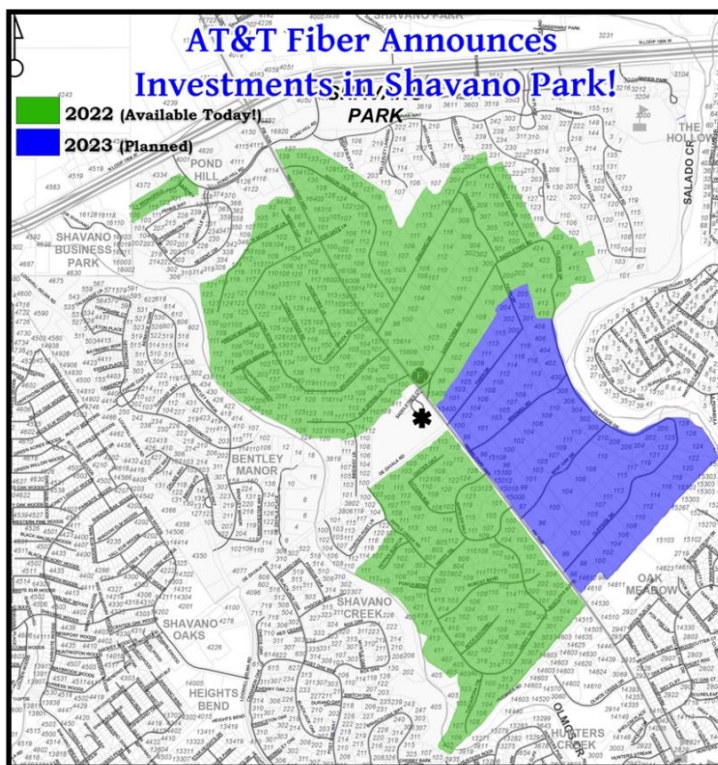
participated in the Town Plan process stated a desire to preserve the existing habitat of the Municipal Tract.

This Town Plan encourages the City's future leaders to maintain and incrementally improve the Municipal Tract. Feedback from residents should assist in prioritizing the improvements. Possible considerations include: additional parking; improvements to the nature trail; additional playgrounds or recreational facilities.

### **Fiber Internet Service**

The City has limited influence over the private investment decisions of ISPs, but in recent years many residents, City Council and City staff began to wonder why Shavano Park did not have fiber direct to home like other surrounding neighborhoods in north Bexar County. In 2022, the City Council created a vision along with a resident-volunteer Internet working group to work with internet service providers (ISPs) to bring fiber internet to Shavano Park. This vision was to have fiber internet directly into the homes and businesses of Shavano Park across the City to meet the digital demands of the future.

Fiber internet is using glass to transmit internet data rather than copper. The speed and reliability of glass is far higher than copper but glass is more expensive to produce and install. A glass line directly feeding into a home (or FTTP) is relatively rare in United States. When an ISP advertises High-Speed Internet what they are advertising is the backbone internet service in the subdivision or street is glass, but copper line still feeds into your home (or FTTC) (generally maxed out at 300 megabit per second). This increases the internet speed in the area but does not provide the 1+ Gigabit per second speeds and reliability of direct fiber. (Note 1000 megabits is in a single gigabit) Before the working group began only business areas had access to fiber internet. The majority of the City had FTTC and some areas had only 1 FTTC provider (no competition).



During discussions with ISPs the City learned these challenges have prevented fiber internet investments:

- 1) The amount of rock subsurface makes the final trenching to the home more expensive.
- 2) The number of wide spaced lots hurts profitability.

- 3) Investing into established neighborhoods is more expensive in general.
- 4) Number of gated communities / homes and City solicitation rules make door-to-door sales difficult.

All the areas AT&T is expanding fiber internet service in today are either have utilities that are above-ground on electrical poles or newly built subdivisions. The Internet Working Group and City staff will continue to engage ISPs to encourage investment and see what can be done to overcome the above challenges.

In 2022 the Internet Working Group engaged all area internet service providers to bring fiber internet direct to homes in Shavano Park. The Working Group saw success with AT&T announcing direct to home fiber availability to over 400 homes with expansion plans for 2023 (see map). As of January 25, 2023, 268 residents have signed up for AT&T Fiber internet service. The Internet Working Group continues to work to encourage and champion ISP investments in the digital infrastructure of the City. The Town Plan encourages the efforts of City Council and the Internet Working Group to bring Fiber internet to the homes and businesses of Shavano Park.



## Shavano Park Town Plan - Public Infrastructure

It's time to update the City's Town Plan and we need your input! This is the fifth survey of six town plan focus areas. To ensure we reach the widest cross-section of citizens, the City will use a range of tools and approaches to encourage participation from a place and at a time convenient to you. The fourth focus area is PUBLIC INFRASTRUCTURE.

### **WRITE IN**

Complete the survey below. Alternatively, you may provide feedback by texting "Town Plan" to 210.853.2003 or emailing to [contact@shavanopark.org](mailto:contact@shavanopark.org).

### **SHOW UP**

Attend the public hearing during the Planning & Zoning Commission meeting at 6:30pm on Wednesday, March 1, 2023 at 900 Saddletree Court.

### **DIAL IN**

Participate in the public hearing remotely. Dial in on Wednesday, March 1, 2023 at 6:30pm. Zoom phone is (xxx) xxx-xxxx and use meeting ID: xxx-xxxx-xxxx.

**Visit <https://www.shavanopark.org/townplan> for historical information, updates and more.**

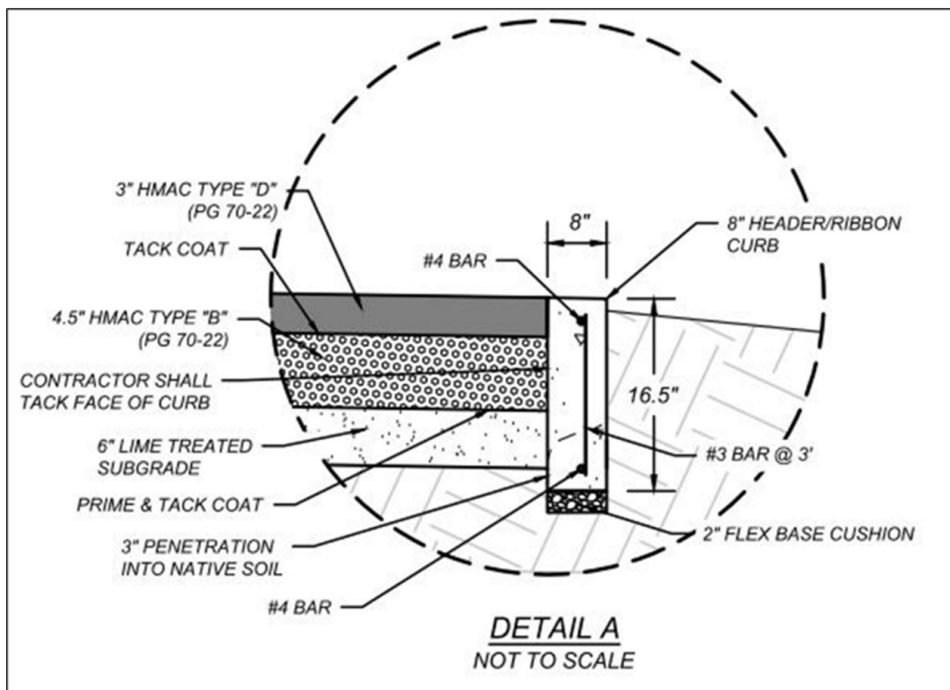
\* 1. **First and Last Name**

## \* 2. Street Address

### 3. Immediate Challenge: Street Reconstruction Bond Project

The \$10M 2022 Bond Project is for complete road reconstruction of the worst condition roads and includes 2 components: (1) complete reconstruction of the streets of Bent Oak, Chimney Rock, Cliffside, End Gate, Fawn, Saddletree, Shavano, Wagon Trail, Windmill and (2) complete reconstruction of the cul-de-sacs of Elm Spring, Honey Bee, Hunters Branch, Hunters Branch South, and Turkey Creek. See the image for the street reconstruction standard. To learn more about this project visit <https://www.shavanopark.org/streetbond>

#### Exhibit 1 – Bond Project Street Reconstruction



In this projects will reconstruct 6 miles of roads. In addition gas service lines and many water service lines will be upgraded in

Old Shavano Park east of NW Military. This will be the biggest construction project in the City's history.

What are your biggest concerns with these street project?

#### 4. **Immediate Challenge: De Zavala Federally Funded Project**

De Zavala will be improved in 2024 with Federal funds in four aspects: (1) 54 inch drain pipe installed under the road to convey all water currently spilling from the Municipal Tract towards homes on Ripple Creek/Painted Post, (2) Re-pave the road, (3) add raised sidewalks, bike lanes and 2 feet of buffer between the bike lane and road, (4) reduce the height of the hill near Bikeway by about 2.25 feet to improve line of sight to oncoming traffic for those turning in and out of Bikeway from De Zavala Road. The project is still in engineering and plans are not yet finalized.



Do you have any concerns or input regarding the De Zavala project plans?

#### 5. **Long-term Challenge: Phasing the Maintenance of**



## **City Roads**

**The phasing and prioritization of road maintenance will be key to ensure financing stays feasible and manageable. City Staff has put together this long-term plan to meet the challenge of maintaining the City's roads as follows:**

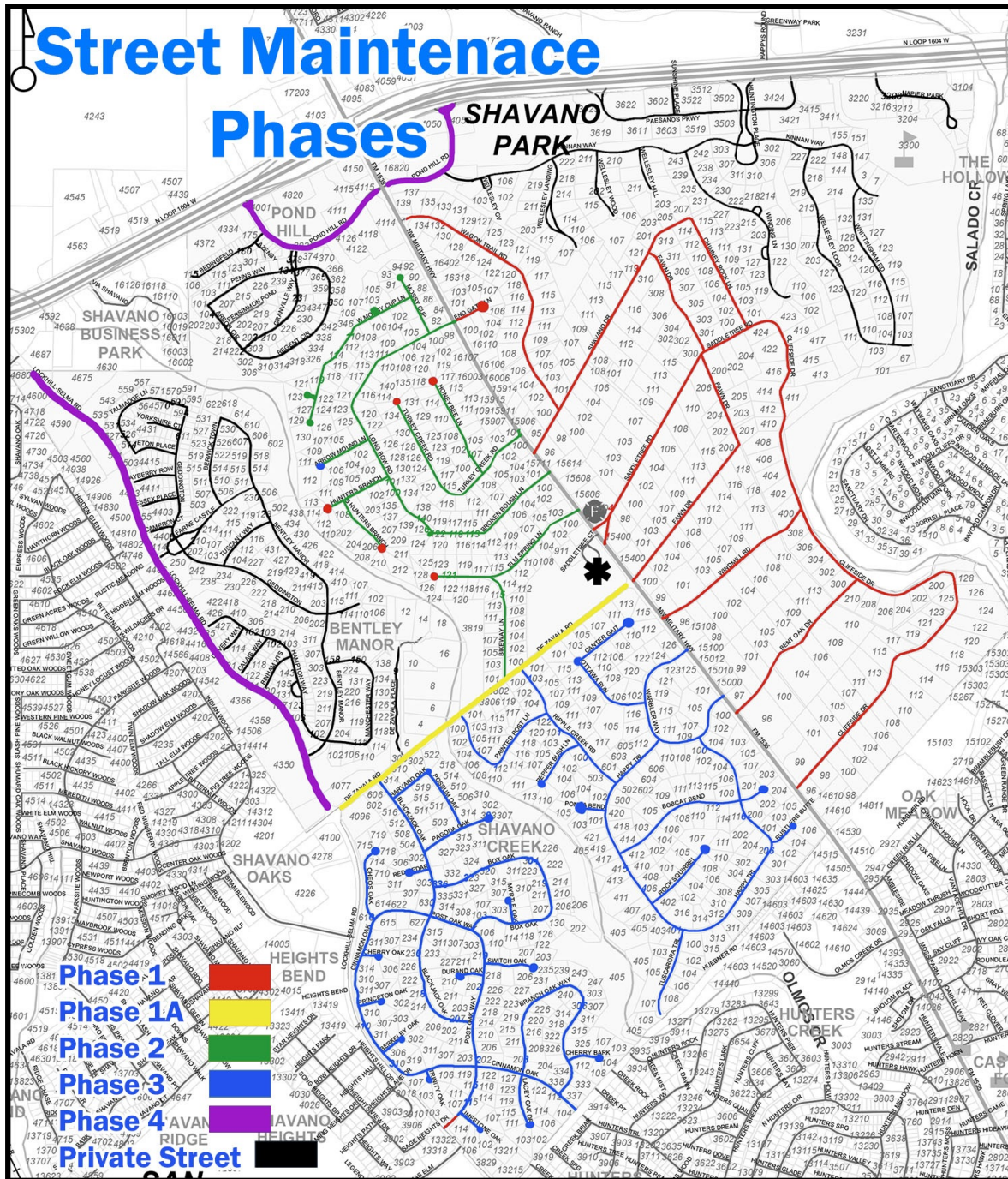
### **PHASE 2 - Old Shavano Park West neighborhood**

(neighborhood north of City Hall)

The streets in this area were built in the 1970s and are in decent condition largely because of their curbs and newer age than Old Shavano Park East. Estimated timeline to address: in 5 years.

**PHASE 3 - Shavano Creek and Shavano Estates.** These streets were built in the late 1970s - 1980s and are in good to decent condition. Estimated timeline to address: in 10 years.

**PHASE 4 - Lockhill-Selma and Pond Hill.** These two major thorough ways were constructed in the early to mid 2000s and are still in excellent condition. The City anticipates with regular maintenance such as seal coating and crack sealing these roads can endure for many more years. Estimated timeline to address: in 15 years.

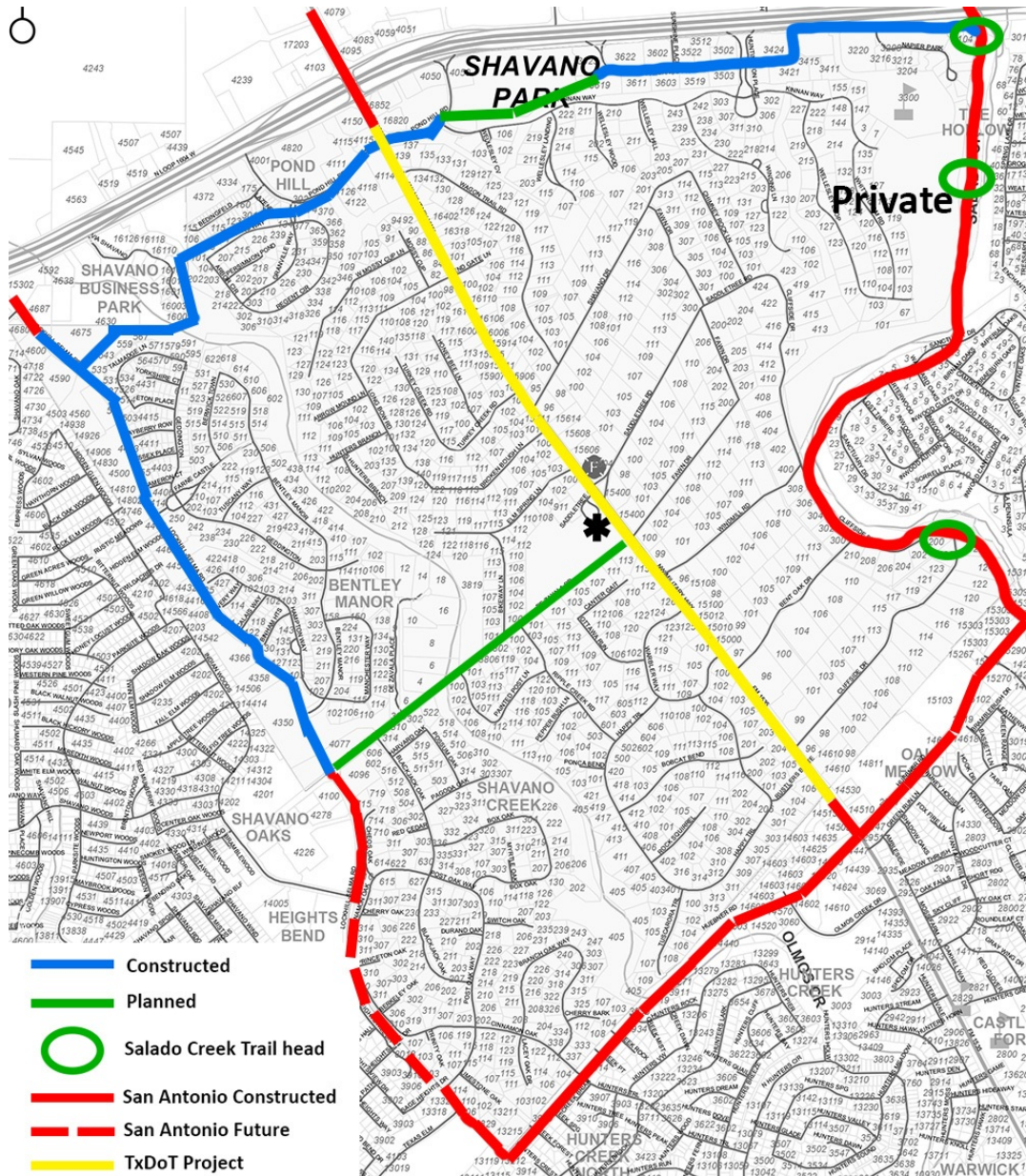


To learn more about these long-term plans visit <https://www.shavanopark.org/streetbond>

What are your concerns with this long-term street maintenance plan?



## 6. Access to the Salado Creek Greenway Trail on Cliffside



City of San Antonio created a northern improved trailhead access near 1604 and Napier Park/Blattman Elementary. Huntington HOA is constructing a private controlled access gate and trail the Salado as well. The only other public access to San Antonio's Salado Creek Greenway in Shavano Park is an unimproved southern Cliffside trailhead.

The City has made some improvements to the pathway since the 2018 Town Plan but has sought to preserve a natural

footpath. The existing path is difficult for bicyclists and has several rough spots. Some residents who participated in the Town Plan process so far expressed desire for improved accessibility on the trail similar to the paved and gated access Inwood HOA has across Salado Creek Greenway in City of San Antonio. There are difficulties creating a similar trailhead due to limited parking area, challenges re-grading the path and limited ability for City of Shavano Park to put up a gate to monitor and control access. An improved trailhead will require careful consideration and planning.

What would you like the City to do with the Cliffside Trailhead access to Salado Creek Greenway?

- ☐ Explore options to create a gated/controlled access and to work with City of San Antonio to design and construct and improved surface path to the trail
- ☐ Keep the current natural walking path and restrict parking; provide only limited improvements
- ☐ Improve the trailhead to be paved and made accessible by all
- ☐ Other (please specify)

## 7. **Drainage Plans for future**

In 2017, the City Engineer completed a comprehensive drainage study. The Plan identified 15 areas of concern, 5 were completed with \$1.1M in funding between 2017 and 2022, 5 were determined to not be significant drainage concerns, 3 are in construction or engineering with secured funding on NW Military and De Zavala and 2 of the biggest problems are partially studied but without funding.

Both of the remaining drainage projects total \$4.4M (2020 estimate) to achieve and are well beyond City reserves. Both projects propose install storm sewers to capture water flowing through the Turkey Creek/Honey Bee neighborhood and along



Elm Spring and carry the water underground to the Olmos Creek basin (see map - blue is proposed underground storm sewer to run alongside the run). The Turkey Creek/Honey Bee project would remove all the homes located north of Long Bow Road from the existing floodplain. The Elm Spring project would prevent the roadway becoming flooded in even small rain events as it is today. Both projects, in addition to being costly, will require drainage easement agreement with private property owners to convey the water to the Olmos as well. This property owner buy-in will be another challenge to these projects.



Do you feel these drainage projects should be prioritized? Select one of the options below. You may also leave a comment explaining your answer.

☐ High priority - City should issue debt to accomplish these projects as soon as possible

- ☐ Medium priority - The City should wait and package these drainage projects when the streets are reconstructed in a single project in the future
- ☐ Low priority - The City should pursue grant funding from State or Federal, even if that means years until funded

You may leave a comment:

## 8. **Shavano Park Water Utility long-term challenges (Not for SAWS customer residents in Shavano Creek, Huntington, Bentley Manor, Willow Wood, Pond Hill Garden Villas or De Zavala Estates)**

The Shavano Park Water Utility has been performing numerous upgrades to the system in recent years due to road projects in the City – both the TxDOT NW Military Highway project and the City’s 2022 Street Bond Project. In both instances the lowering or moving of water lines is necessary to remove conflicts with road reconstruction or other utility work.

Along NW Military the Water Utility has replaced 3,000 liner feet of water lines and 5 major crossings. Most pipe replaced aging water lines dating to the 1970s or older.

To be able to prioritize and properly assess the replacement of aging pipe, the Shavano Park Water system needs to assess the age of each water main within the distribution. This will be helped by building a comprehensive water model. Water models can help determine water line material types and when they need replaced due to material deterioration.

Do you have concerns or input regarding the long-term challenges to the Shavano Park Water Utility?

## 9. **City's Digital Infrastructure: Home Internet Speed**

The City has limited influence over the private investment decisions of ISPs, but in recent years many residents and staff and even Council members began to wonder why Shavano Park did not have fiber direct to home like other surrounding neighborhoods. In 2022 the City Council created a resident-volunteer Internet working group to work with internet service providers (ISPs) to encourage bringing fiber internet to Shavano Park. This vision was to have fiber internet directly into the homes and businesses of Shavano Park across the City to meet the digital demands of the future.

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First: Are you happy with your current home internet speed? You can tell us who your internet provider and current internet speed is in comment box.

☐ Yes

☐ No

You may leave a comment here:

## 10. **City's Digital Infrastructure: Fiber Gigabit Home**

## **Speeds**

The resident-volunteer Internet Working Group saw success with AT&T announcing in late 2022 direct to home fiber availability to over 400 homes with expansion plans for 2023 (see map). As of January 25, 2023, 268 residents have signed up for AT&T Fiber internet service. The Internet Working Group continues to work to encourage ISP investments in the digital infrastructure of the City.





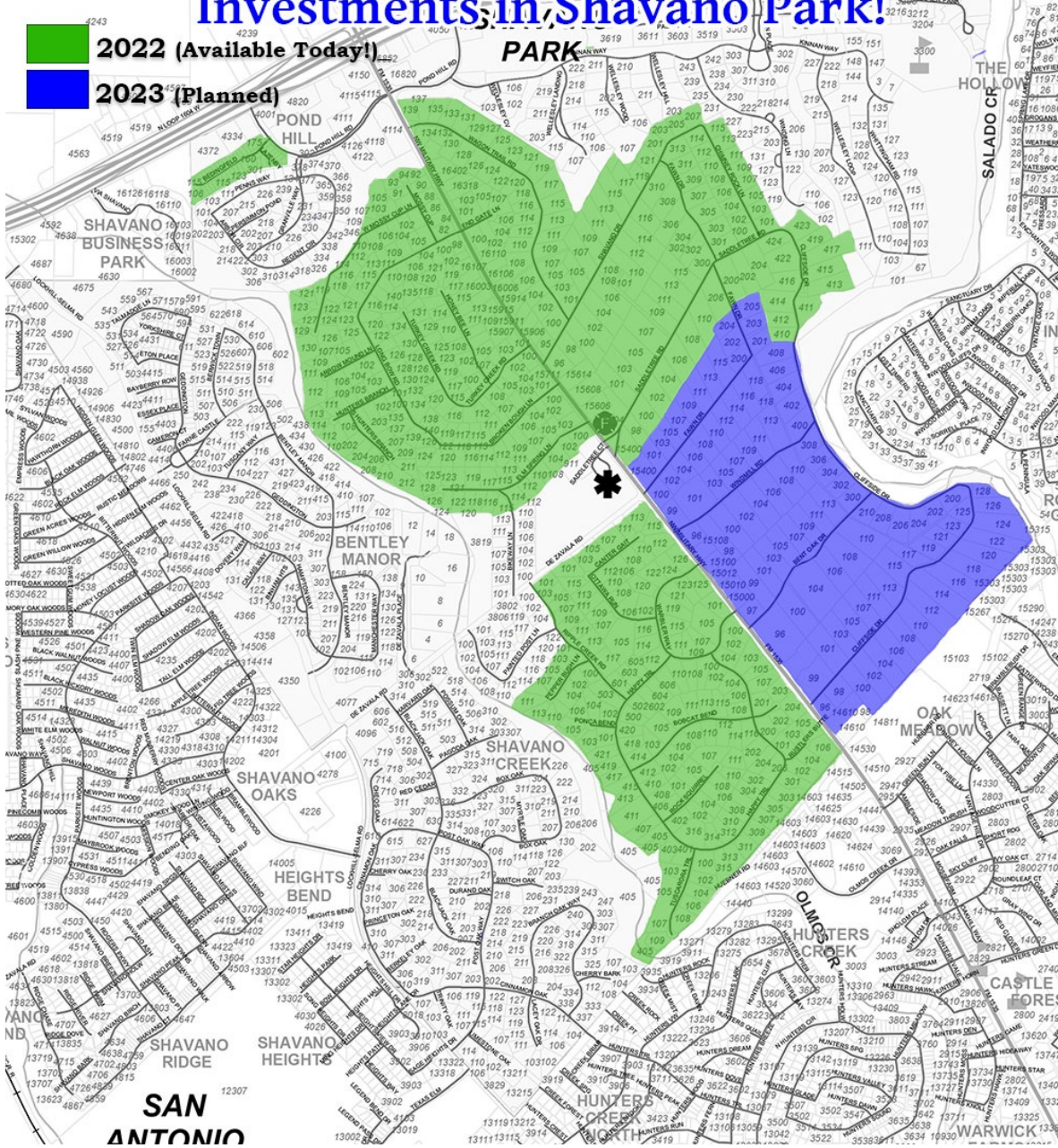
# AT&T Fiber Announces Investments in Shavano Park!



**2022 (Available Today!)**



**2023 (Planned)**



If you had to pay more in your monthly internet bill to get fiber internet, would you agree? If you already have AT&T Fiber have you experienced a big improvement in your home internet service?

☐ Yes

☐ No

You may leave a comment here:

## 11. Gas Service in Old Shavano Park

As a part of the Street Bond Project, CPS Energy is upgrading the gas service lines across Old Shavano Park east of NW Military. CPS Energy is also extending gas mains in some areas (see map), meaning new gas service availability to residents. The City is coordinating with CPS Energy to expand gas service to even more residents in the project area.



If you don't have gas service to your home today, would you be interested in getting gas service?

☐ Yes

☐ No

You may leave a comment here:

## PLANNING & ZONING STAFF SUMMARY

Meeting Date: February 1, 2023

Agenda item: 8

Prepared by: Curtis Leeth

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

Discussion – Third and final review of the Property Maintenance Standards and Zoning focus area of the 2023 Town Plan - City Manager / Assistant City Manager

X

#### **Attachments for Reference:**

- 1) 8a Draft focus area write-up
- 2) 8b Public Survey results (as of Jan 26 @ 12PM)

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**BACKGROUND / HISTORY:** At the November 2, 2022 Planning & Zoning Meeting, the Commission selected Property Maintenance Standards and Zoning for the 3<sup>rd</sup> focus area of the Town Plan.

At the December 7, 2022 Planning & Zoning Meeting, the Commission reviewed the survey results and gave guidance to staff on the write-up. Survey was issued on December 9.

At the January 11, 2023 Planning & Zoning Meeting, the Commission reviewed the draft write-up and survey results and gave feedback to staff. 67 submissions were received and presented the night of the meeting. Survey results now at 73 submissions (see attachment 8b).

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**DISCUSSION:** This is the third review of the Property Maintenance Standards and Zoning focus area of the Town Plan 2023.

**City Staff need guidance on draft focus area write-up (item 8a).**

Draft write-up has track changes from January meeting.

Major changes:

- Added survey write-up
- Minor wordsmithing edits of 1<sup>st</sup> page summary from Commissioner Beladi

#### **Schedule**

Month	PROPERTY MAINTENANCE STANDARDS AND ZONING
Dec	Intro
Jan	Review + PH
Feb	Final

After this meeting, the draft write-up will be considered complete until final review of the entire Town Plan at end of process.

Public engagement efforts thus far include: multiple social media posts on Nextdoor/Facebook; multiple TextMyGov alerts sent out to over 200 residents; Roadrunner article in January/February Roadrunner. Commissioner Fanning shared survey links to Womens' Club.

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**COURSES OF ACTION:** N/A; give guidance to staff.

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**FINANCIAL IMPACT:** N/A

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**MOTION REQUESTED:** N/A; give guidance to staff on draft focus area write-up (item 8a)





## Property Maintenance Standards and Zoning

The City of Shavano Park is a premier community with a mix of residential districts. The City has both original neighborhoods with a rural aesthetic and modern, gated subdivisions with homeowner associations. Zoning regulations control where and what type of residential developments may occur, and property maintenance standards dictate property owner responsibilities and minimum conditions allowed. Together they play a key role in preserving the City's property values and natural beauty. The City's regulatory zoning power is the most significant way for the City to safeguard its single-family residential character. For example, zoning ordinances presently prevent the redevelopment of existing residences to multi-family uses, short-term rental uses, and the subdivision of lots. The City's regulatory power for property maintenance is likewise the City's most influential way to ensure the City's neighborhoods remain **so-protected in for** the future, preserving property values and growing long-term value in the City. This focus area is our City's vision for preserving the **unique** character of our City.

**This Town Plan identifies the following Issues and Action Steps for the City in future regulating of property maintenance standards and zoning:**

### Issues:

- Importance of the single-family character of the City's residential zoning districts
- Pressure for denser residential developments by sub-dividing lots or allowing multi-family uses
- Pressure to have multiple accessory buildings for habitation on a single lot
- Prevalence of short-term rentals (nationally) and their consequences
- Balancing the interest of the community vs individual property rights
- Preserving City property values
- Increasing trend towards the redevelopment of older residential properties

### Action Steps:

- Maintain minimum lot size and single-family occupancy in residential zoning districts
- Maintain prohibition on short-term rental in residential zoning districts
- Adopt and maintain property maintenance standards that are reasonable, understandable, and enforceable while avoiding overly burdensome regulations
- City Council and Planning and Zoning Commission must remain attentive to resident and business feedback on property maintenance standards
- Avoid new regulations that make "tear down and rebuild" of old residential properties more expensive or overly complicated

### **Characteristics of Shavano Park's Residential Neighborhoods**

The heart of the City of Shavano Park is its residential neighborhoods. The City has both original neighborhoods with a rural aesthetic and modern, gated subdivisions with homeowner associations. The distinguishing feature of Shavano Park's residential neighborhoods is its single-family character, which is defined and enforced under the City's Zoning Ordinance. The City's zoning authority comes from State Law and allows the City to control subdivisions, to include both the density of structures and of population. A key aspect of this single-family character is the stipulation that each lot is designated as one dwelling unit to be occupied by the owner and their family or by a rental tenant under a long-term lease. Current zoning prohibits short-term rentals of less than 90 days. The City has no areas zoned for multifamily developments or short-term rental properties.

#### **Definition from City Zoning Ordinance, Chapter 36:**

*Single-family residence* means a structure designed for use as one dwelling unit and actually used for permanent or seasonal occupation by the owner, the owner's family or long-term rental tenant under a written long-term rental agreement as a principal residence where the owner, owner's family or long-term rental tenant intends to maintain a permanent or long-term residence. Short-term rentals are expressly excluded from this definition and shall not constitute single-family residential use.

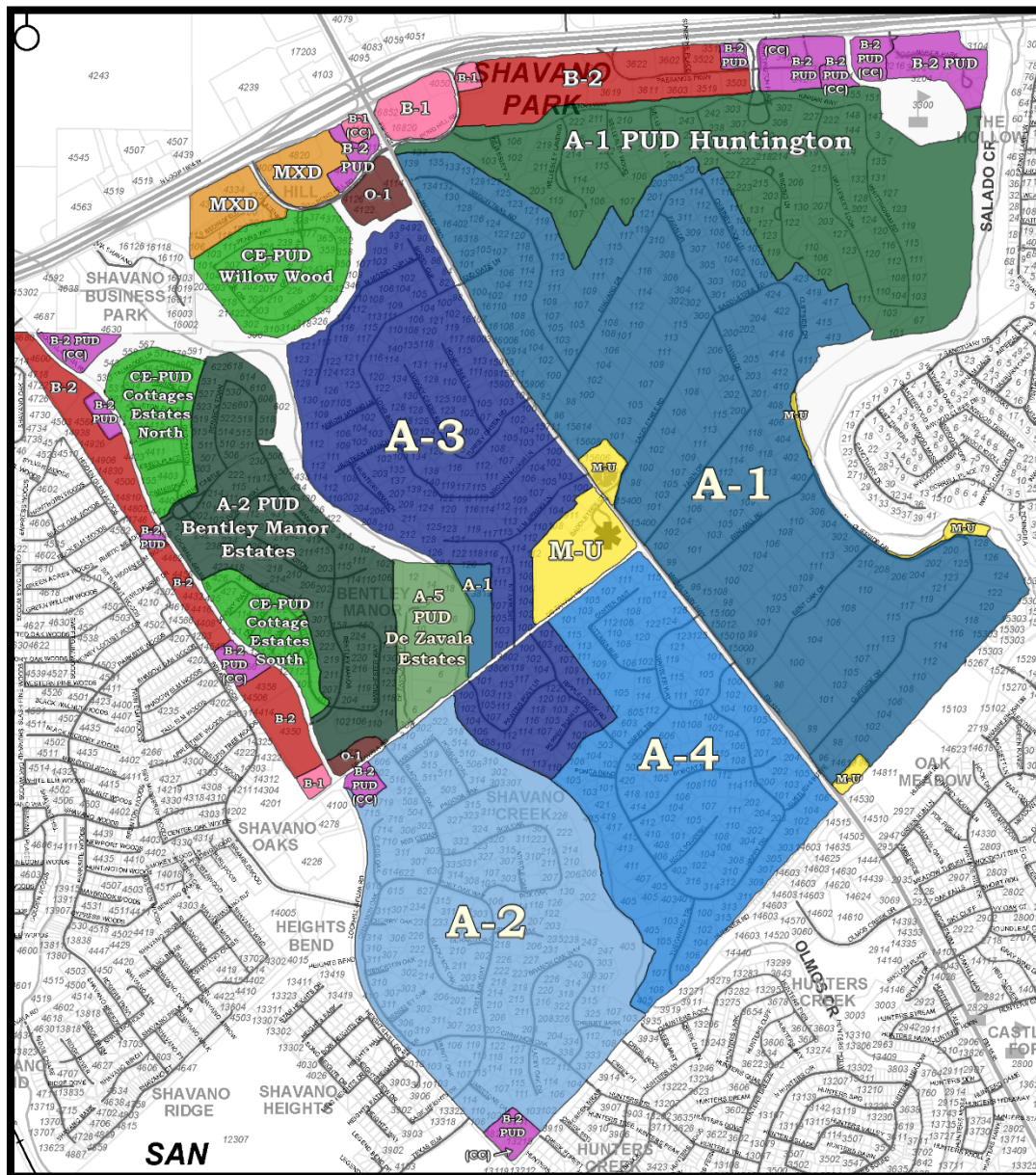
This "one lot, one home, one family" characteristic is reinforced by other zoning rules that shape the nature of Shavano Park residential neighborhoods. See Zoning map on the following page.

<b>Zoning Rule</b>	<b>Rule in Brief</b>	<b>Impact</b>
Single-family Use	All residential areas require single-family use, defined as blood relations + 1 unrelated person	Prevents homes being converted into duplexes, town homes or other multi-family residences.
Minimum lot size requirement	A-1 and A-4: 1 acre A-2, A-3 and A-5 PUD: 0.7 acre Smaller lots sizes only for cottage estate neighborhoods	Prevents subdividing of existing lots and creation of denser neighborhoods
Minimum gross floor areas	A-1: 1,600 square feet A-2, A-3, A-4 and A-5 PUD: 1,800 square feet Cottage estates: 2,000 square feet or more	Prevents construction of smaller homes found in denser urban neighborhoods
Short term rentals prohibited	Rental of real property for a period shorter than 90 consecutive days is prohibited City-wide	Prevents short-term rental properties from disrupting residential neighborhoods
Building setback lines	Only small portable buildings and other minor items are allowed in building setbacks	Creates lower density neighborhoods; prevents subdividing into smaller lots
Accessory Buildings	Accessory buildings are limited to 20% of the rear yard; cannot be built in setbacks; must conform to single-family rule	Prevents a single lot being filled with multiple accessory buildings for habitation

**Zoning districts correspond to the following residential neighborhoods:**

- A-1: *Old Shavano Park East*
- A-1 PUD: *Huntington*
- A-2: *Shavano Creek*
- A-2 PUD: *Bentley Manor*

- A-3: *Old Shavano Park West*
- A-4: *Shavano Estates*
- A-5 PUD: *DeZavala Estates*
- CE-PUD: *Cottage Estates in Bentley Manor and Willow Wood*
- Mixed-Use District (MXD): *Pond Hill Garden Villas*





In the Town Plan update process, residents who participated in public hearings and surveys voiced strong support for City zoning rules prohibiting multi-family developments and short-term rentals in residential neighborhoods. Residents who participated supported a balance between individual property rights and community interest in maintaining properties. Finally, residents who participated said City should encourage the trend of tear down and rebuild of homes in existing neighborhoods, or were simply ambivalent about the trend.

This town plan envisions future City leaders maintain these zoning rules to preserve the single-family residential character of the City.

#### **Property Maintenance Standards**

Another important City tool in preserving the attractive character of commercial and residential properties is property maintenance standards. This is also an area of controversy as it deals with the delicate balance between the interest of the community and individual property rights. Residents have conflicting opinions regarding this balance and how it may be achieved. Managing this tension is a critical task of the City of Shavano Park.

Just as we age, our bodies wear down and we often require more attention and efforts to maintain our health, residential and commercial structures also require more maintenance and occasional renovations to remain structurally sound, functional and looking sharp. Individual structures and neighborhoods that are poorly maintained can lead to depressed property values, and foster vandalism and crime. Enforcement of minimum property maintenance standards is not just about sustaining neighborhoods; it is essential to the success of the City's vision as the premier community in Bexar County. Neighborhoods have a better chance to thrive and grow in value when disrepair, trash and other refuse are held in check.

*Widely spaced homes, set back from road in Old Shavano Park West (A-3)*



*Denser homes, closer to road in Pond Hill Garden Villas (MXD)*







This Town Plan finds that proper maintenance of properties is necessary to protect the welfare, attractiveness, and character of the community. A standard of maintenance guards against unsafe and unhealthful conditions which can cause neighborhood deterioration. This Town Plan also envisions the City adopting property maintenance standards that are reasonable, understandable, and enforceable while

avoiding overly burdensome regulations. In addition, the Town Plan encourages future City leaders to remain attentive and responsive to resident and business feedback on the burden of property maintenance standards. Following these guidelines will help maintain a healthy balance between community interest and individual property rights.

### **The tear down and rebuild of older homes**

The City also has authority to regulate the redevelopment of existing residential lots. As homes age, the properties they sit on accumulate value. There is a growing trend of demolishing older homes and building entirely new structures in their place. Some home buyers understandably want to construct a modern home meeting their desired amenities and tastes in our desirable City.



When this new home is constructed, it is treated as a new build and must meet all current City zoning and technical code standards. The City currently charges no fee for a demolition permit to tear down a building, lowering the overall costs of a redevelopment project.

This redevelopment of existing lots increases the property values of those parcels and grows property values across the City. As the City nears total build-out in the next 5 to 10 years, redevelopment activity will be one of the few remaining drivers of property value growth in the City. This trend should therefore not be made more difficult by the City. This Town Plan envisions future City leaders avoiding implementing new regulations that make the redevelopment of old residential properties more expensive or burdensome.

## **Town Plan 2023: Property Maintenance and Zoning Survey**

Summary (as of Fri, Jan 27, 2023 @ 8AM)

- **Responses:** 73 respondents
- Respondents were not required to answer every question, so total answers by question vary.
- Survey used IP-filtering for security. A manual check for irregularities (like fake addresses) did not spot any fake submissions.

### Question 3 Summary

#### **How important is **Single-Family Use** in Residential Areas?**

- 84.93% of respondents selected "Very Important"
- 15 comments submitted

#### Question 4 Summary

#### **How important is prohibition of Short-term Rentals in Residential Areas?**

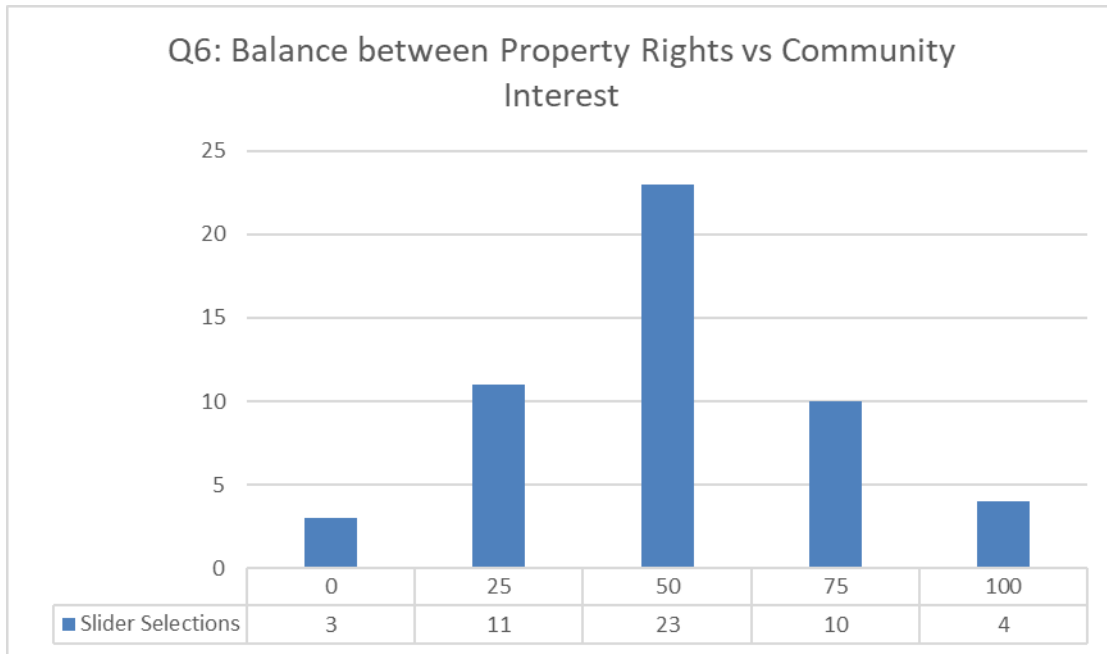
- 82.19% of respondents selected "Very Important"
- 15 comments submitted

Question 5 Summary  
**Regulations on Residential Properties**

- Residents could select “All of the Above” or “None of the Above” and select individual regulations they supported.
- 32.88% responded “All of the Above” only 4.11% responded “None of the Above”
- Top 3 supported individually: (1) Prohibit Trash at 78.08%; (2) Prohibit junk vehicles at 71.23%; and (3) Prohibit overgrown properties at 65.75% tied with (4) Require repair/clean after defacement of property
- Note: The only regulation not currently in Ordinance for Residential areas is a regulation requiring fences be well-maintained. That option received 60.27% support.
- 16 comments submitted

### Question 6 Summary

## **Balancing Property Rights vs Community Interest in Maintaining Properties**



- This was a slider question with 4 points residents could select.
  - 100 was Property Rights at max;
  - 75 is middle point between Balance and Property Rights;
  - 50 is Balance between the two
  - 25 is middle point between Balance and Community Interest
  - 0 is Community Interest at max
- The average "score" of 55 respondents was 51 – so exactly in the middle between Property Rights and Community Interest. The balance of answers is almost perfect distribution (see chart above).
- No comment box available with slider questions in SurveyMonkey



### Question 7 Summary

#### **Should City encourage or discourage Tear Down + Rebuild projects?**

- 47.83% responded City should encourage trend
- 39.13% responded they had no opinion
- 13.04% responded City should discourage trend
- 21 Comments submitted

### Question 8 Summary

#### **What should City do to maintain or enhance its Vision as premier community?**

- Open-ended comment box with 46 responses.
- Many interesting specific comments submitted; here are a few highlighted:
  - Christmas garlands over NW Military during Holidays
  - Roadside artwork on retaining wall on NW Military
  - City partner with arborists on tree planting recommendations / reduced pricing of native trees for residents
  - LED solar lights on trees in Lockhill-Selma median
  - University student art competition for new Roadrunner design
  - Victorian lamp posts along City sidewalks
  - Improvements to Salado Creek Trail access
  - Difficulty getting special exceptions to setback regulations



## Planning and Zoning Meeting – February 1, 2023

*A business in Shavano Park*





# Planning and Zoning Meeting

*Together We Can!*



## 1. CALL MEETING TO ORDER



**2. Vote under Section 36-69 of the Shavano Park City Code (“Code”) concerning a finding that each of the items following item 2 on the agenda are “planning issues” or otherwise prescribed Planning & Zoning Commission duties under 36-69(l) of the Code or the severance of one or more of such items for an individual vote on such item or items.**



## 3. CITIZENS TO BE HEARD





## 4. Consent Agenda:

**Approval - Planning & Zoning  
Commission minutes, January 11, 2023**



## 5. Public Hearing –

**The purpose of the public hearing is to receive comments from members of the public regarding the City's Municipal Talent Management and Retention focus area of the Town Plan**



## Town Plan 2023: Municipal Talent Management and Retention Survey

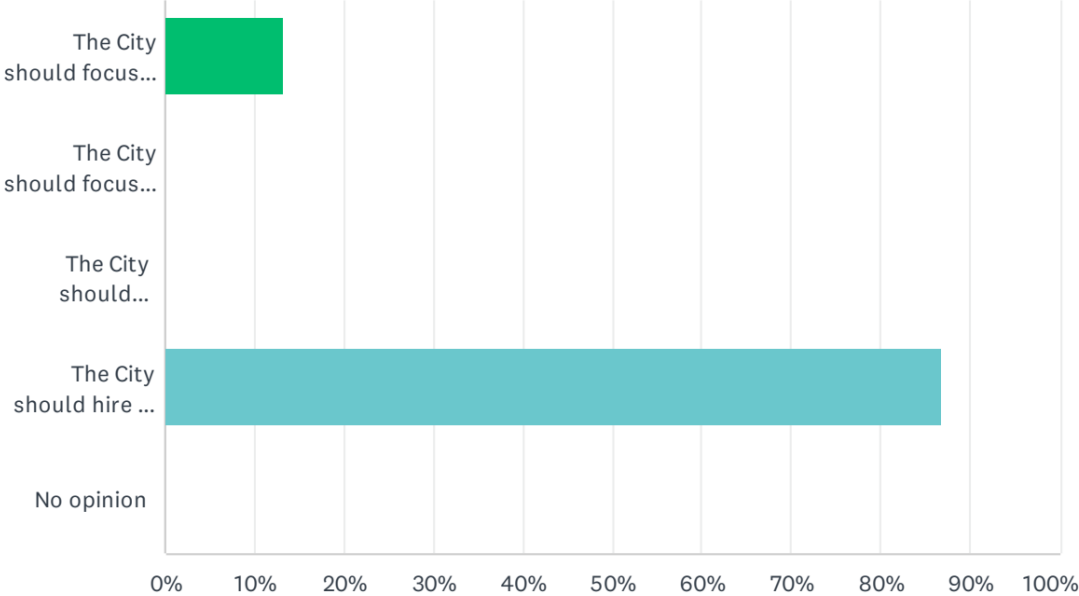
Summary (as of Fri, Jan 27, 2023 @ 8AM)

- **Responses:** 38 respondents
- Respondents were not required to answer every question, so total answers by question vary.
- Survey used IP-filtering for security. A manual check for irregularities (like fake addresses) did not spot any fake submissions.



## Question 3

### What statement represents your belief concerning the City Staff Key Leaders?

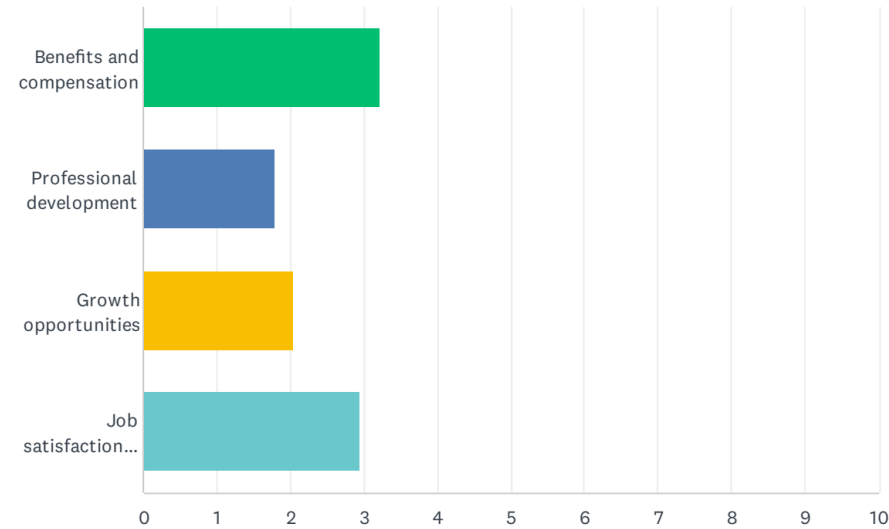


ANSWER CHOICES	RESPONSES	
The City should focus on growing and developing leaders from within	13.16%	5
The City should focus on hiring "qualified" leaders at acceptable compensation from outside the organization	0.00%	0
The City should intentionally hire "highly qualified" leaders even at a market premium from outside the organization	0.00%	0
The City should hire the best person for the job regardless of internal or external	86.84%	33
No opinion	0.00%	0
TOTAL		38



## Question 4

**Which do you believe is the most important aspect inhering high quality staff?**

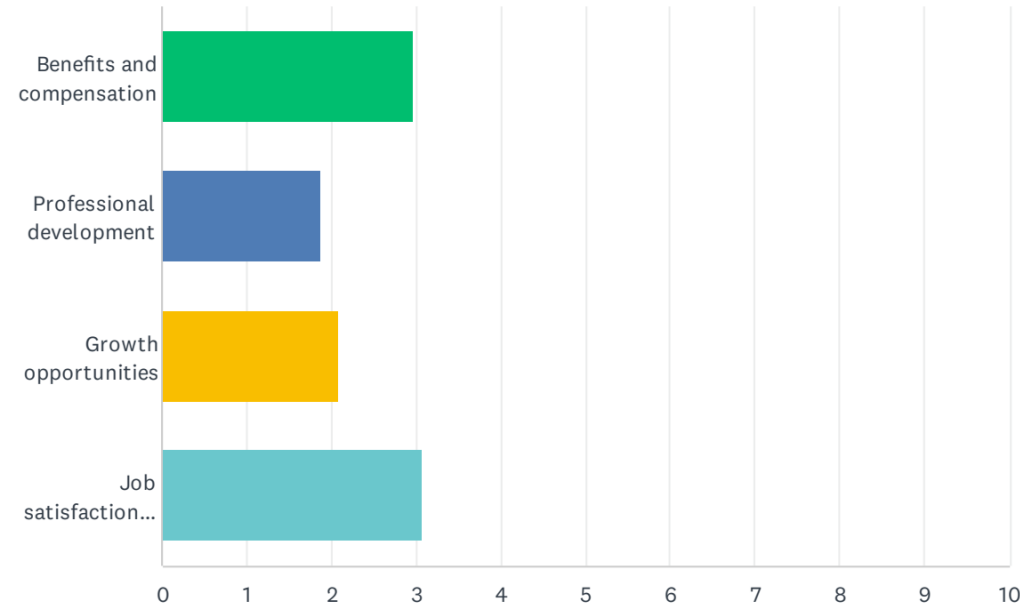


	1	2	3	4	TOTAL	SCORE
Benefits and compensation	50.00% 19	28.95% 11	13.16% 5	7.89% 3	38	3.21
Professional development	10.53% 4	13.16% 5	21.05% 8	55.26% 21	38	1.79
Growth opportunities	7.89% 3	18.42% 7	44.74% 17	28.95% 11	38	2.05
Job satisfaction / Work environment	31.58% 12	39.47% 15	21.05% 8	7.89% 3	38	2.95



## Question 5

**Which do you believe is the most important aspect in retaining high quality staff?**



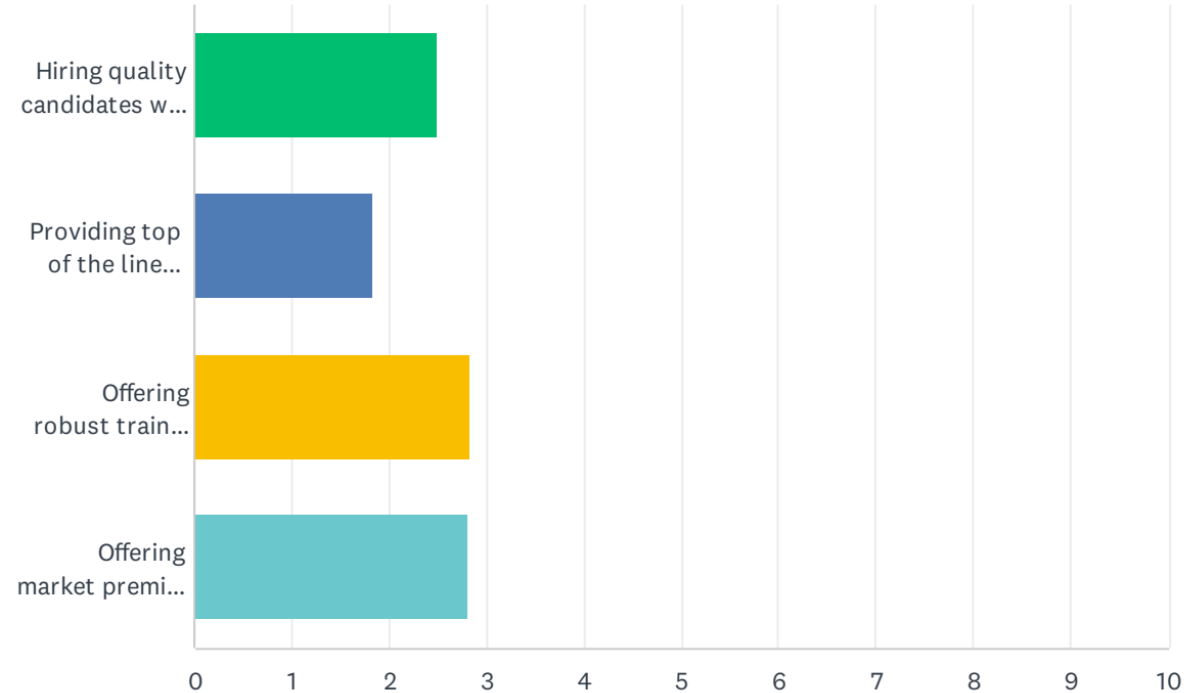
	1	2	3	4	TOTAL	SCORE
Benefits and compensation	39.47% 15	28.95% 11	21.05% 8	10.53% 4	38	2.97
Professional development	10.53% 4	15.79% 6	23.68% 9	50.00% 19	38	1.87
Growth opportunities	10.53% 4	13.16% 5	50.00% 19	26.32% 10	38	2.08
Job satisfaction / Work environment	39.47% 15	42.11% 16	5.26% 2	13.16% 5	38	3.08





## Question 6

**What priority do you believe to be the most important in sustaining a high performing organization?**

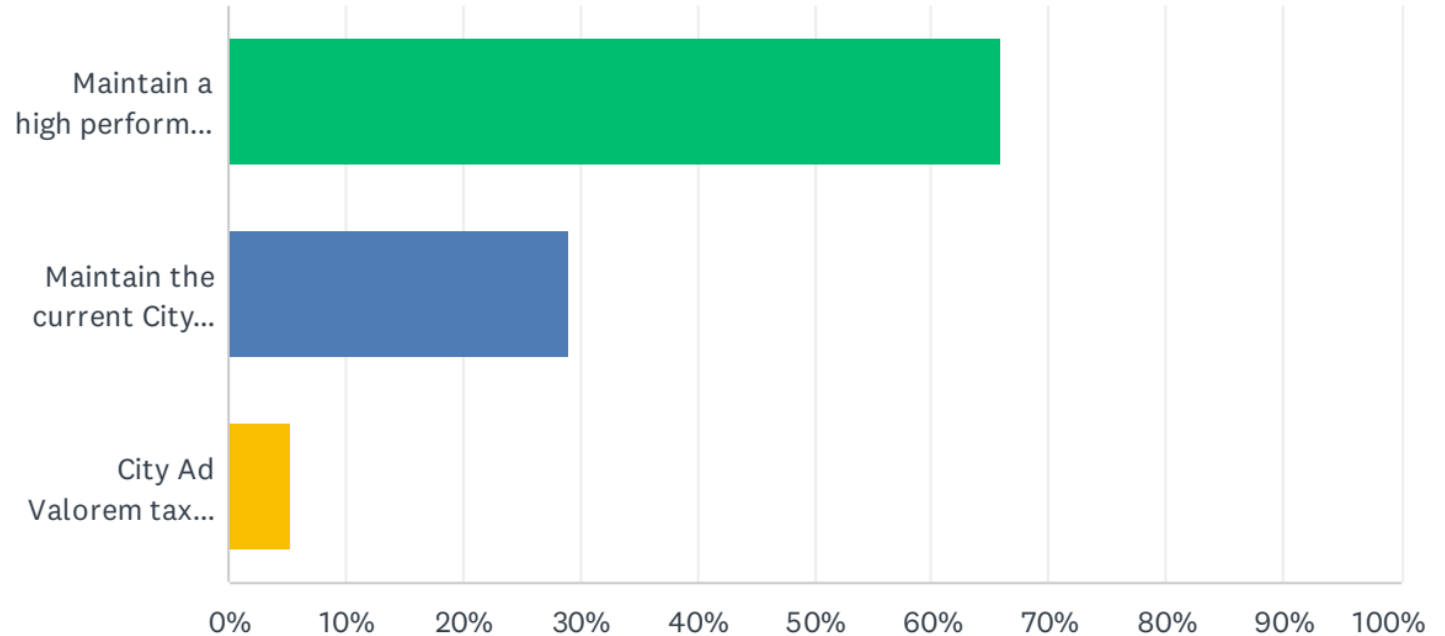


	1	2	3	4	TOTAL	SCORE
Hiring quality candidates with higher education degrees and/or professional certifications	31.58% 12	15.79% 6	23.68% 9	28.95% 11	38	2.50
Providing top of the line vehicles and equipment	5.26% 2	18.42% 7	31.58% 12	44.74% 17	38	1.84
Offering robust training and professional development opportunities	34.21% 13	34.21% 13	13.16% 5	18.42% 7	38	2.84
Offering market premium benefits and compensation	28.95% 11	31.58% 12	31.58% 12	7.89% 3	38	2.82



## Question 7

**If the City enters into a future fiscally constrained environment where current tax rate does not meet requirements to maintain existing levels of service...**

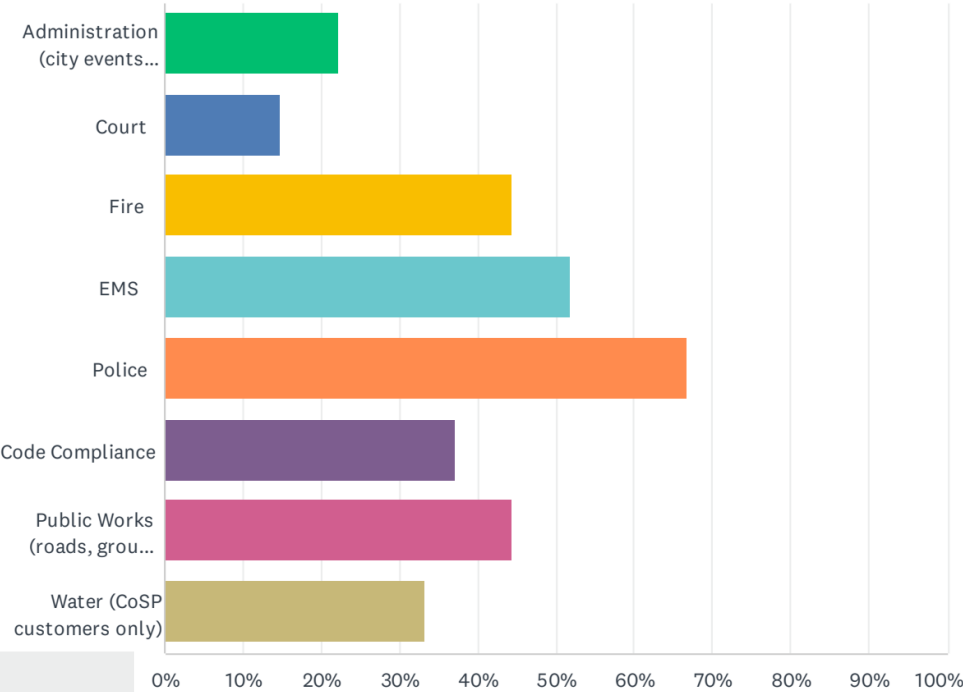


ANSWER CHOICES	RESPONSES	
Maintain a high performing City staff and robust services as a priority, even if it means small increases in City Ad Valorem tax rates	65.79%	25
Maintain the current City Ad Valorem tax rates as a priority, the City staff and its services must live within its means	28.95%	11
City Ad Valorem tax rates are too high, City should prioritize essential City services and drop less essential services in order to make small reductions in the tax rate	5.26%	2
TOTAL		38



## Question 8

What are your thoughts on City Services?



ANSWER CHOICES	RESPONSES	
Administration (city events, permitting, leadership)	22.22%	6
Court	14.81%	4
Fire	44.44%	12
EMS	51.85%	14
Police	66.67%	18
Code Compliance	37.04%	10
Public Works (roads, grounds maintenance)	44.44%	12
Water (CoSP customers only)	33.33%	9
Total Respondents: 27		



# PUBLIC HEARING



## **6. Discussion –**

**Second review of the Municipal Talent Management and Retention focus area of the 2023 Town Plan – City Manager**

**6.a. Review and discussion – Municipal Talent Management and Retention public survey results**

**6.b. Review and discussion – Municipal Talent Management and Retention draft write-up**

# Muni Talent Mgmt & Retention Survey Results



*Together We Can!*

## Municipal Talent Management and Retention

**Shavano Park's development into a premier community of Bexar County in the last ten to twenty years owes much to the leadership and talent of the City's paid professional staff.**

**While the City presently has high-performing and professional Police, Fire, Public Works/Water and Administration departments led by a City Manager, this was not always the case. Staff is a significant budgetary cost to the City, a cost that is anticipated to grow in future years due to inflation, labor market competition, and rising healthcare costs. These challenges can be compounded by the fact that Shavano Park is a small and quiet town that, while desirable to live in, is professionally unattractive to some Police and Fire candidates, making recruitment more difficult. This Town Plan encourages future City Councils to make fiscally prudent and enabling decisions necessary to hire and retain the professional staff of the City.**



# Muni Talent Mgmt & Retention Survey Results



*Together We Can!*

## Issues:

- Small cities struggle to keep up with labor market competition from larger cities
- City has limited control over Inflation rates, health insurance costs or labor competition
- High expectations of customer service by community
- Small city size limits promotion opportunities within departments
- Employees and candidates desire working with up to date and functional equipment
- Many Police & Fire candidates prefer careers in communities with more crime and fires
- Administrative staff required to perform multiple job tasks and roles
- Budget requirements and constraints compete for any projected revenue increase

## Action Steps:

- Make fiscally prudent decisions necessary to hire and retain a professional City staff
- Annually identify positions and job skills with most difficulty filling vacancies and focus resources on those positions
- Maintain City website as digital face of the City for potential applicants
- Offer increased training opportunities and hiring incentives
- Maintain annual compensation study / reviews and periodic employee surveys
- Put a premium on developing and retaining key leadership positions in City departments
- Focus on team-building and consider offering low-cost work perks
- Enable Directors to propose innovative incentives and to stress work/life balance



## The Impact of Inflation, Labor Competition and Healthcare Costs

In the last decade, inflation, wages and healthcare costs remained fairly steady and manageable for many organizations. These metrics drastically changed in 2022.

- For the last decade, the average annual rate of inflation was only 2.42% according to the Bureau of Labor Statistics' Consumer Price Index. In 2022, however, the inflation rate spiked to 6.2%.

These fiscal challenges have been afforded without property tax rate increases due to steady City growth and property value accumulation. From 2017 – 2023 the City property tax assessments increased by 6.8% annually. Between 2013-2023 the only City property taxes increase was by \$0.01 cent in 2022 to pay for the debt associated with the voter-approved \$10M street reconstruction project bond (see page X for the Public Infrastructure section of the Town Plan).



## **7. Discussion – First review of the Public Infrastructure focus area of the 2023 Town Plan - City Manager**

**7.a. Presentation – Overview of current City infrastructure  
projects, and future infrastructure maintenance needs**

**7.b. Review and discussion – Public Infrastructure draft  
write-up**

**7.c. Review and discussion – Public Infrastructure draft  
survey**

# Public Infrastructure Focus Area

*Together We Can!*



## Public Infrastructure

**Public Infrastructure is the physical structures and facilities that act as a basis for quality of life and are essential for movement and business. This equates to public streets, roads, parking, drainage, greenbelts, electric, gas, water service, lighting, and internet service. Some of these basic services are provided by private or outside agencies. Shavano Park's responsibility primarily falls on public buildings, streets, drainage, greenbelts and the water system. Much of the City's infrastructure was constructed in the 1950s-70s and is approaching maintenance or replacement requirements. The City in the past rarely had the necessary funds available to provide premier infrastructure. With the City's growth into a premier City of Bexar County, the residents and business now expect quality infrastructure. In the next 5-10 years it is anticipated the City will face significant infrastructure maintenance requirements. This Town Plan encourages future City Councils to pursue grant funding for these challenges but also acknowledge the role debt financing will play in future renewal of the City's public infrastructure.**



## Public Infrastructure Table of Contents

This focus area of the Town Plan covers a multitude of topics, here is the table of contents with links to each section for ease of navigation:

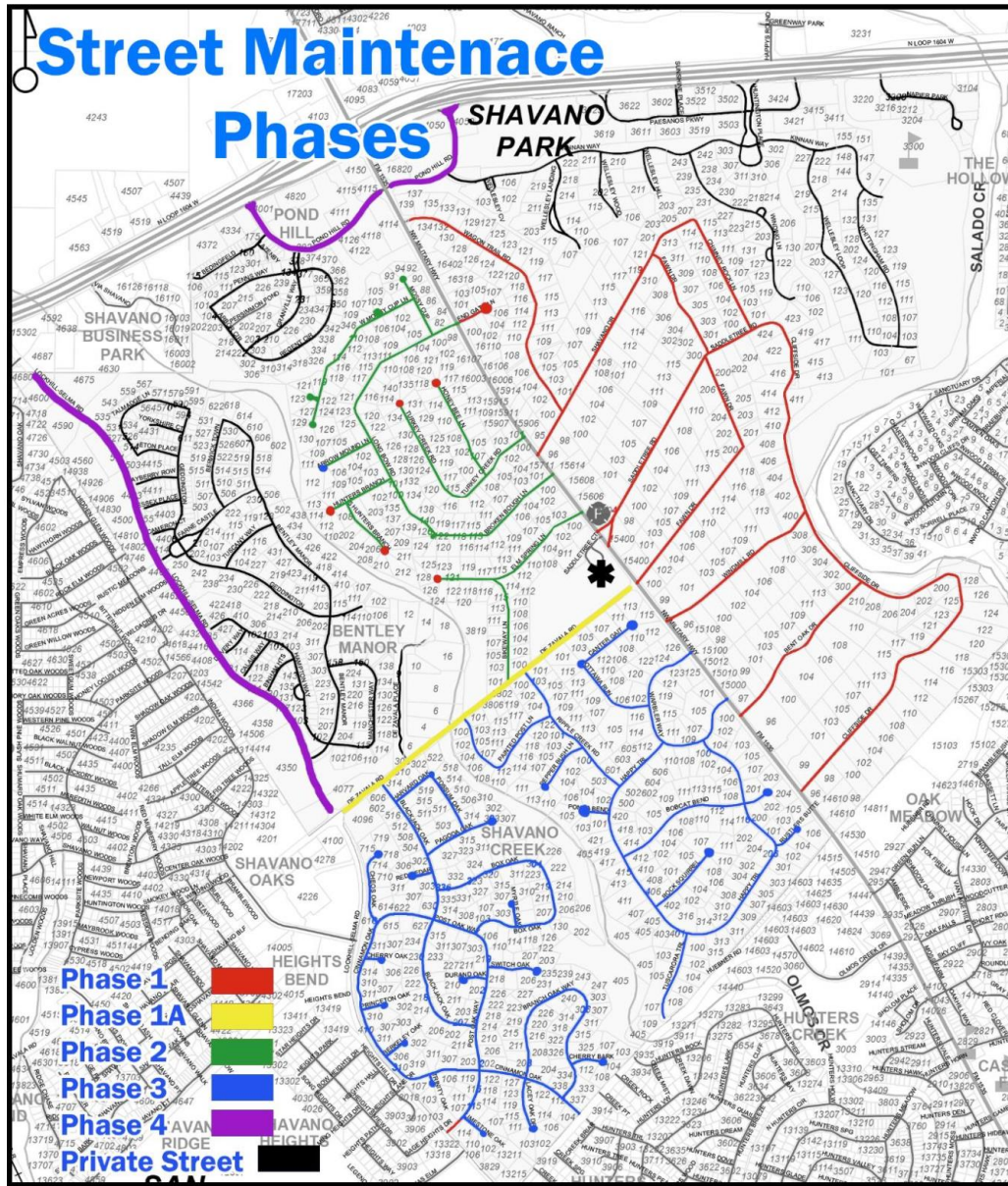
1. **City Roads** ..... page X
2. **NW Military.** ..... page X
3. **Bike and Pedestrian pathways.** ..... page X
4. **Water System.** ..... page X
5. **Drainage.** ..... page X
6. **Municipal Tract.** ..... page X
7. **Fiber Internet Service.** ..... page X





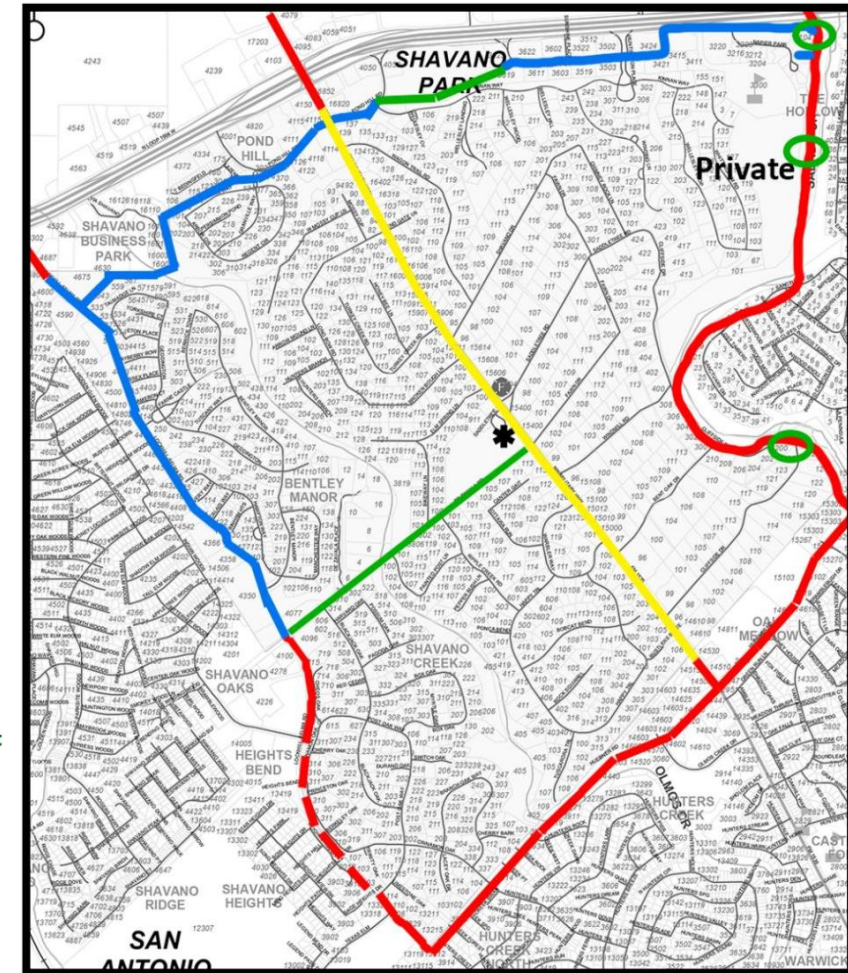
# Public Infrastructure Focus Area

Together We Can!



- Constructed
- Planned
- Salado Creek Trail head
- San Antonio Constructed
- San Antonio Future
- TxDot Project

Exhibit 3 – Map of Current Sidewalk and Bike Lane Network





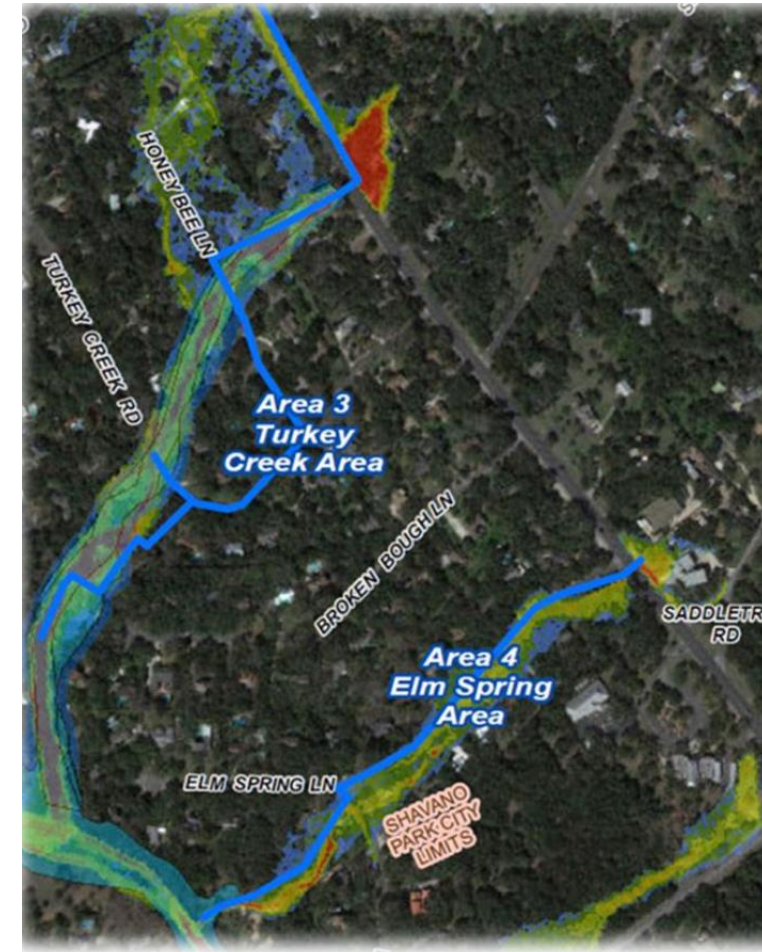
# Public Infrastructure Focus Area



Together We Can!

## Big Picture - Drainage Reserves

City Drainage Reserves when started	\$ 1,320,746
Total Expenses 2017 - 2021	\$ (1,104,798)
Transfer to Street Fund for Bond Project (FY23)	\$ (215,948)
Remaining Drainage Reserves January 1, 2023	\$ (0)

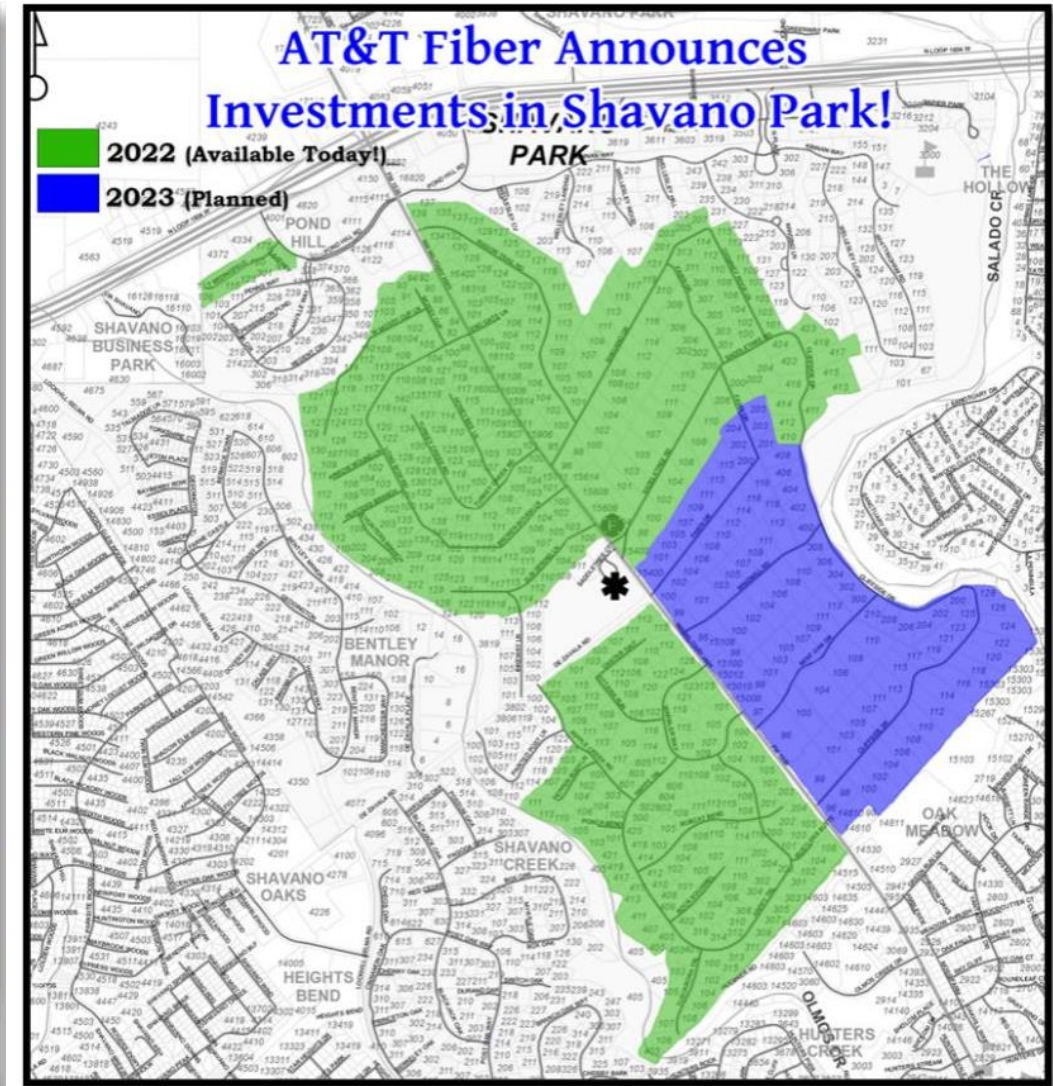


Project	Project Cost Estimate (2020)
Turkey Creek	\$ 3,069,770.96
Elm Spring	\$ 1,321,174.11
<b>Total</b>	<b>\$ 4,390,945.07</b>



# Public Infrastructure Focus Area

Together We Can!





# DISCUSSION



# Public Infrastructure Focus Area

*Together We Can!*



## Issues:

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## Action Steps:

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### 3. Immediate Challenge: Street Reconstruction Bond Project

Q: What are your biggest concerns with these street project?

### 4. Immediate Challenge: De Zavala Federally Funded Project

Q: Do you have any concerns or input regarding the De Zavala project plans?

### 5. Long-term Challenge: Phasing the Maintenance of City Roads

PH 1 – East of NW Mil Hwy (6 miles

PH 2 – Old Shavano Park West Neighborhood

PH 3 – Shavano Creek and Shavano Estates

PH 4 – Lockhill Selma and Pond Hill

Q: What are your concerns with this long-term street maintenance plan?

### 6. Access to the Salado Creek Greenway Trail on Cliffside

Q: What would you like the City to do with the Cliffside Trailhead access to Salado Creek Greenway?

# Public Infrastructure - Survey



*Together We Can!*

## 7. Drainage Plans for future

Q: Do you feel these drainage projects should be prioritized? Select one of the options below. You may also leave a comment explaining your answer.

- ☐ High priority – City should issue debt to accomplish these projects as soon as possible
- ☐ Medium priority – The City should wait and package these drainage projects when the streets are reconstructed in a single project in the future
- ☐ Low priority – The City should pursue grant funding from State or Federal, even if that means years until funded

## 8. Shavano Park Water Utility long-term challenges (Not for SAWS customer residents in Shavano Creek, Huntington, Bentley Manor, Willow Wood, Pond Hill, Garden Villas, or DeZavala Estates)

Q: Do you have concerns or input regarding the long-term challenges to the Shavano Park Water Utility?

## 9. City's Digital Infrastructure: Home Internet Speed

Q: Are you happy with your current home internet speed? You can tell us who your internet provider and current internet

## 10. City's Digital Infrastructure: Fiber Gigabit Home

Q: If you had to pay more in your monthly internet bill to get fiber internet, would you agree? If you already have AT&T Fiber, have you experienced a big improvement in your home

## 11. Gas Service in Old Shavano Park

Q: If you don't have gas service to your home today, would you be interested in getting gas service?





## **8. Discussion – Third and final review of the Property Maintenance Standards and Zoning focus area of the 2023 Town Plan - City Manager**



## Schedule

**City Staff need guidance on draft focus area write-up (item 8a).**

Draft write-up has track changes from January meeting.

Major changes:

- Added survey write-up
- Minor wordsmithing edits of 1<sup>st</sup> page summary from Commissioner Beladi

Month	PROPERTY MAINTENANCE STANDARDS AND ZONING
Dec	Intro
Jan	Review + PH
Feb	Final

After this meeting, the draft write-up will be considered complete until final review of the entire Town Plan at end of process.



In the Town Plan update process, residents who participated in public hearings and surveys voiced strong support for City zoning rules prohibiting multi-family developments and short-term rentals in residential neighborhoods. Residents who participated supported a balance between individual property rights and community interest in maintaining properties. Finally, residents who participated said City should encourage the trend of tear down and rebuild of homes in existing neighborhoods, or were simply ambivalent about the trend.

## Issues:

- Importance of the single-family character of the City's residential zoning districts
- Pressure for denser residential developments by sub-dividing lots or allowing multi-family uses
- Pressure to have multiple accessory buildings for habitation on a single lot
- Prevalence of short-term rentals (nationally) and their consequences
- Balancing the interest of the community vs individual property rights
- Preserving City property values
- Increasing trend towards the redevelopment of older residential properties

## Action Steps:

- Maintain minimum lot size and single-family occupancy in residential zoning districts
- Maintain prohibition on short-term rental in residential zoning districts
- Adopt and maintain property maintenance standards that are reasonable, understandable, and enforceable while avoiding overly burdensome regulations
- City Council and Planning and Zoning Commission must remain attentive to resident and business feedback on property maintenance standards
- Avoid new regulations that make "tear down and rebuild" of old residential properties more expensive or overly complicated



**9. Report/update –  
City Council items considered at previous City  
Council meetings and discussion concerning  
the same  
– City Manager**



## 10. Chairman Announcements



## 11. Adjournment





# BACKUP



## **6. Discussion – First review of the Municipal Talent Management and Retention focus area of the 2023 Town Plan**

**- City Manager / Assistant City Manager**

**6.a. Presentation – Overview of current City staffing and national trends in labor market**

**6.b. Review and discussion – Municipal Talent Management and Retention draft write-up**

**6.c. Review and discussion – Municipal Talent Management and Retention draft survey**



## City staff basics:

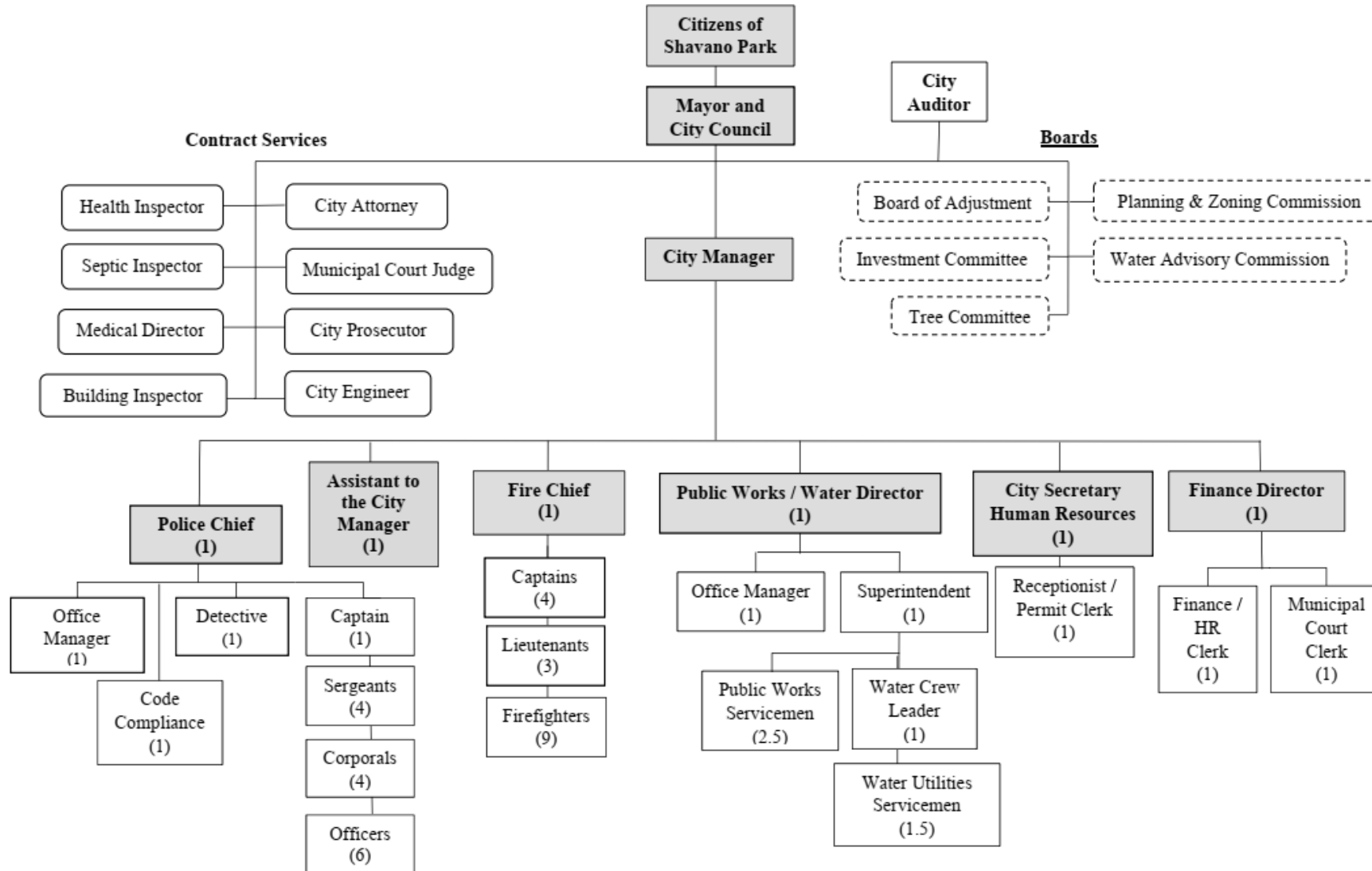
- City has long history of volunteer citizens serving (first employee was hired only until 1971 - a police officer)
- Today City staff is 51 full time employees
- Staff supported by qualified contracted specialists (Attorney, Engineer, Building Inspector, Health Inspector, Judge, Prosecutor)
- In last decade staff has grown by 2 employees (police officers in 2017)

# City Organizational Flowchart 2023



*Together We Can!*

**ORGANIZATIONAL FLOWCHART**  
Approved by Council on August 22, 2022.



# General Fund Budget Basic

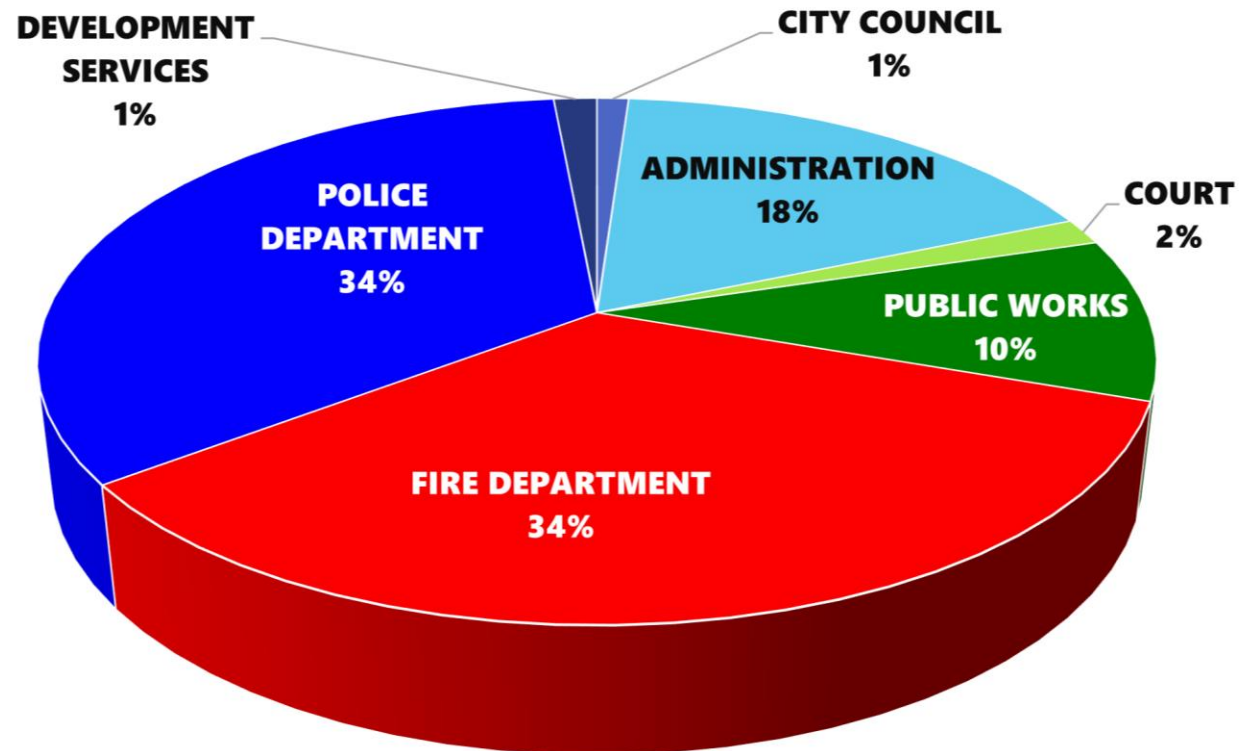


*Together We Can!*

The current budget allocates \$6.2M for City operations from October 1, 2022 to September 30, 2023. All City operational, service and staff expenses are included in this number.

As you can see, the operating budget of the City is roughly 1/3 Police, 1/3 Fire and 1/3 all other departments.

**FY2023 Adopted Budget by Department**



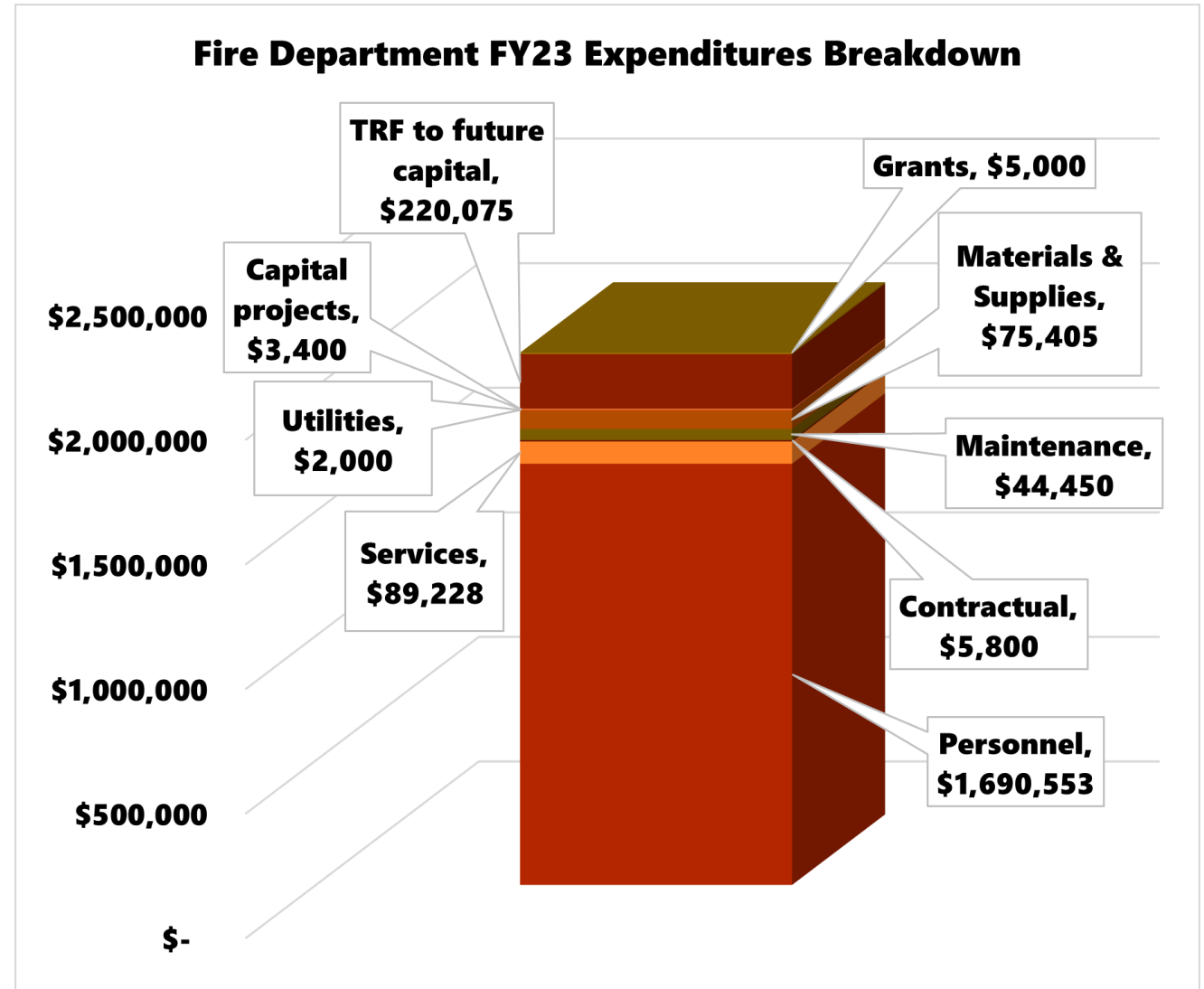
# Compensation costs in General Fund



*Together We Can!*

Resourcing the staff's compensation is the most significant expense the City has and represents about 75% of the annual General Fund Budget or 49.4% of all combined annual funding.

Drill down example: 79% of the Fire Department expenditures are personnel.







For Shavano Park, municipal talent management and retention are influenced by a few broad factors: **compensation; professional development, growth opportunities and job satisfaction.**

Shavano Park as a small City has some disadvantages in offering professional development and growth opportunities due to limited opportunities for promotion or movement to lateral jobs.

Job satisfaction is an intangible measure that is mostly individually based. Factors likely include: a challenging work atmosphere; work-life balance; recognition and rewards; the culture of the department; having responsibility.



The City's total personnel cost (including salaries, healthcare, retirement and benefits) have increased on average 4.5% each year for the past decade from 2014 to 2023 .

The City conducted extensive 3<sup>rd</sup> party compensation studies in 2012, 2016, and again in 2021. In each case, the city's compensation levels were generally in the bottom 1/3 range (with some exceptions). After each study, Council approved measures to move the compensation level to at least the 50% level, which was made possible by revenue from the increasing residential and commercial development.

**Future cost pressures anticipated: Inflation, labor competition and health insurance.**

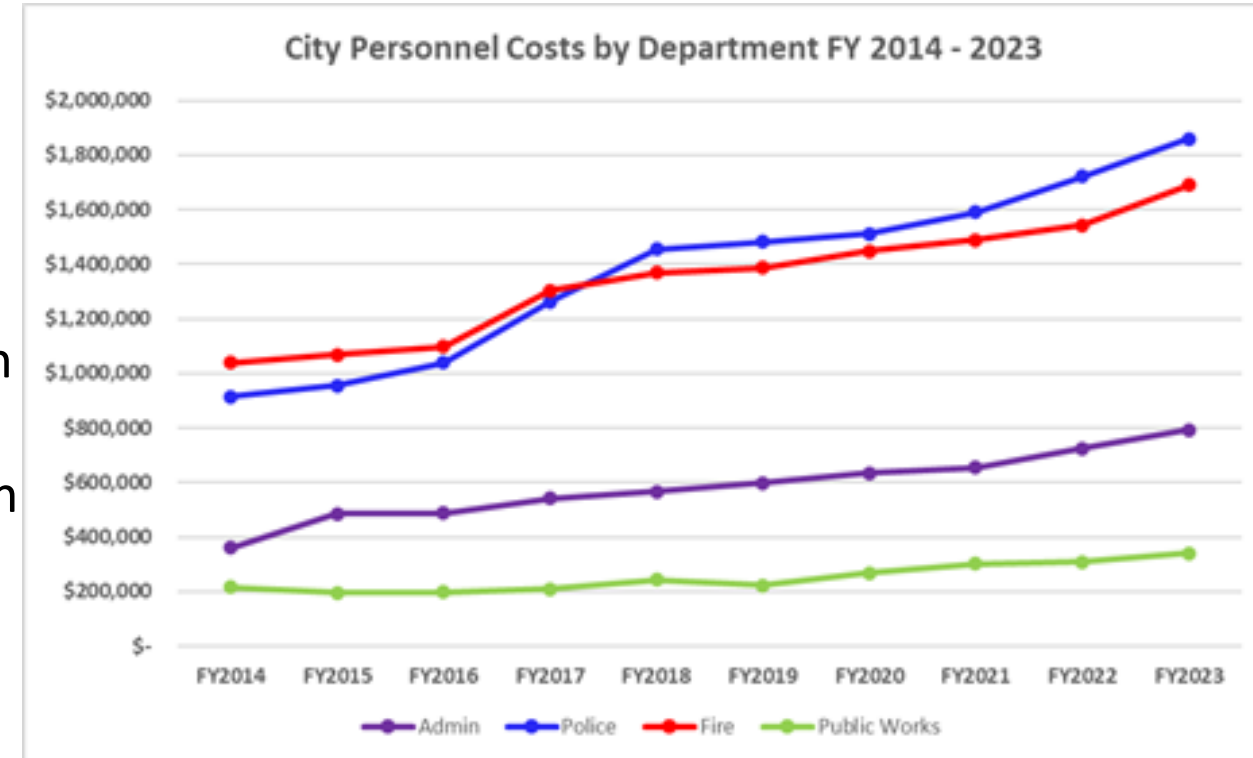


Table 1. Note: Analysis does not include Water employees funded by the Water Utility that is used by only a portion of the City.

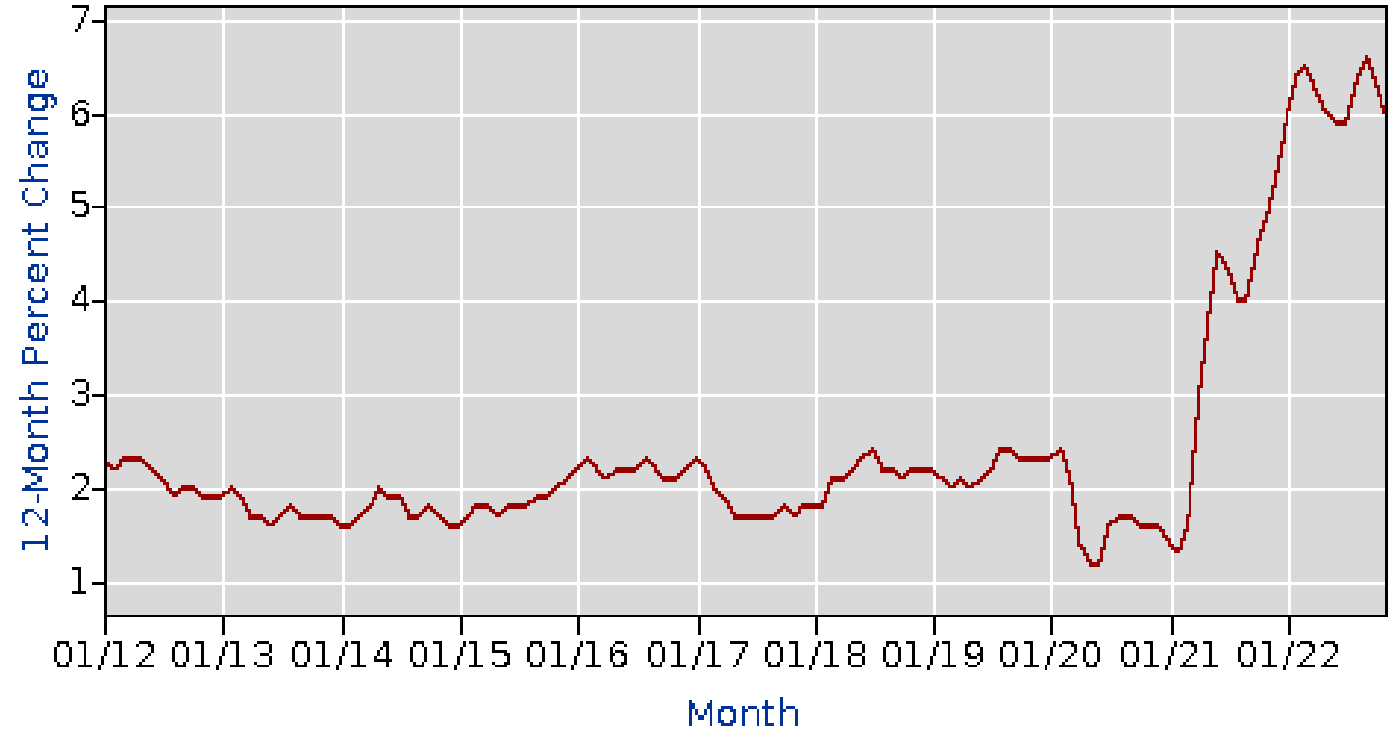


The impact of **inflation** in 2022 on City budget was mostly felt in gasoline fuel costs to run City vehicles and items with micro-chips.

For example, the Police Department spent \$72,154 on fuel costs in 2022 compared to \$39,426 in 2021.

City has seen price increases on all networking and computer equipment since mid-2021 ranging from 20% to 50% price increases.

CPI for all Urban Consumers (CPI-U)



Source: <https://data.bls.gov/>

# Labor Market Pressure



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**Labor market pressures** are being felt most in the City's Police and Fire Departments currently.

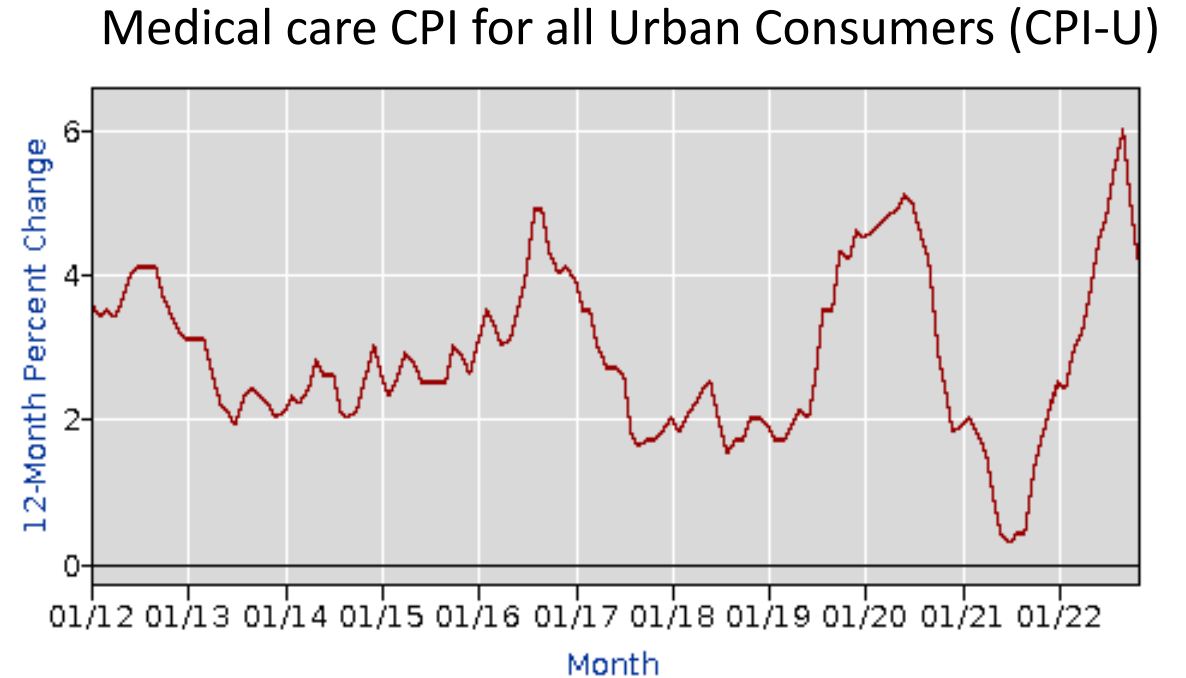
In 2022 the was Fire Department down three paramedic positions for the majority of the year. In response the Fire Department started offering part-time paramedic positions for the first time to offset the shortage and developed a plan to hire paramedic only applicants and pay for their Fire certification training. In addition to overall wage increases, paramedics received increased certification pay in 2022 as well.

There are currently 5 vacancies in the Police Department. Police Chief reports that agencies locally are offering signing bonuses and recruiting officers directly from academy with promises of employment after graduation.

The City Manager is currently considering further hiring incentives as it anticipated that this competition for qualified individuals will continue in Police and Fire Departments.



In 2022, the City's **health insurance** provider issued an 18% rate increase for existing employee healthcare plans. City Council approved an 11.3% increase to the monthly contribution of the City to employee healthcare plans in the Fiscal Year 2022-2023 Budget to help cover the rate increase.



Source: <https://data.bls.gov/>



## **8. Discussion –**

**Second review of the Property Maintenance Standards and  
Zoning focus area of the 2023 Town Plan  
– City Manager / Assistant City Manager**

**6.a. Review and discussion – Property Maintenance  
Standards and Zoning public survey results**

**6.b. Review and discussion – Property Maintenance  
Standards and Zoning draft write-up**





## Town Plan 2023: Property Maintenance Standards and Zoning Survey

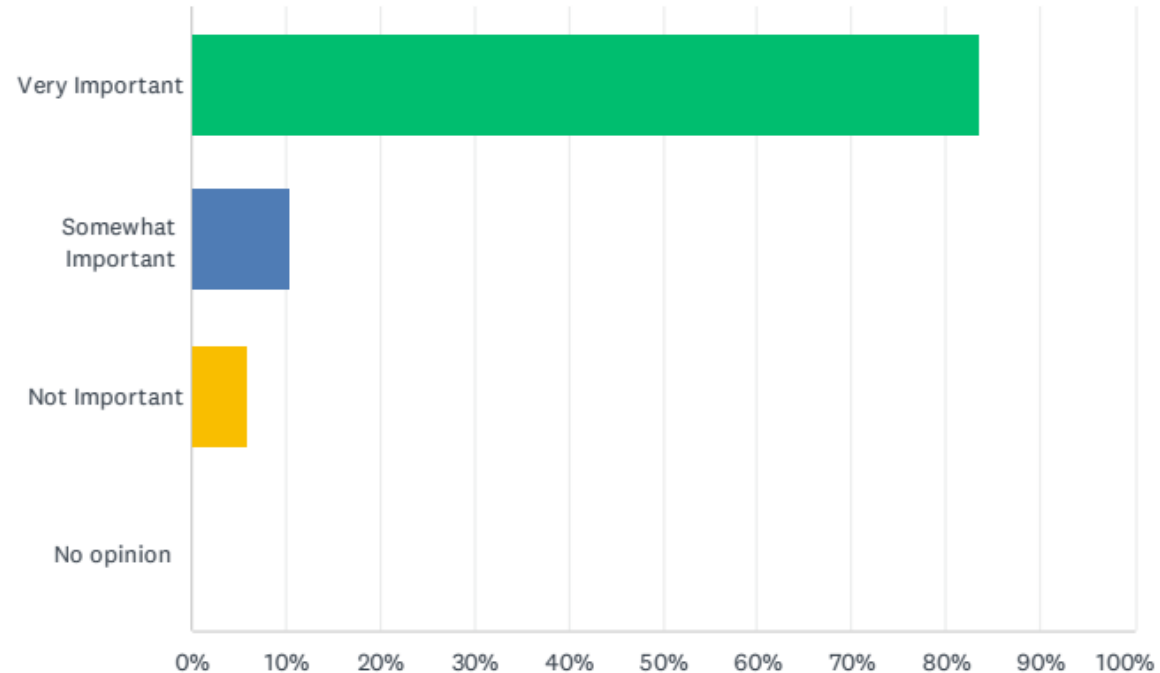
Summary (as of Tues, Jan 10 @ 10AM)

- **Responses:** 67 respondents
- Respondents were not required to answer every question, so total answers by question vary.
- Survey used IP-filtering for security. A manual check for irregularities (like fake addresses) did not spot any fake submissions.



## Question 3

### How important is Single-Family Use in Residential Areas?

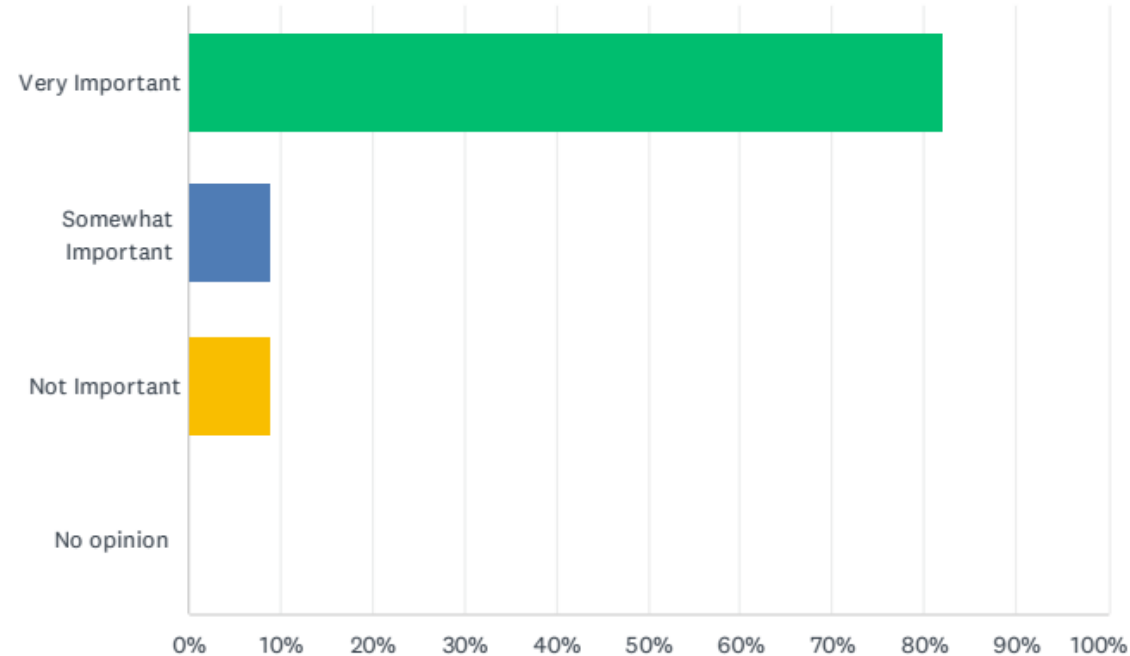


ANSWER CHOICES	RESPONSES	
Very Important	83.58%	56
Somewhat Important	10.45%	7
Not Important	5.97%	4
No opinion	0.00%	0
TOTAL		67



## Question 4

**How important is  
prohibition of Short-  
term Rentals in  
Residential Areas?**



ANSWER CHOICES	RESPONSES	
Very Important	82.09%	55
Somewhat Important	8.96%	6
Not Important	8.96%	6
No opinion	0.00%	0
TOTAL		67



## Question 5

### What City regulations on residential properties do you support?

Residents could select All the Above, None of the Above or any number of answer choices they wanted.

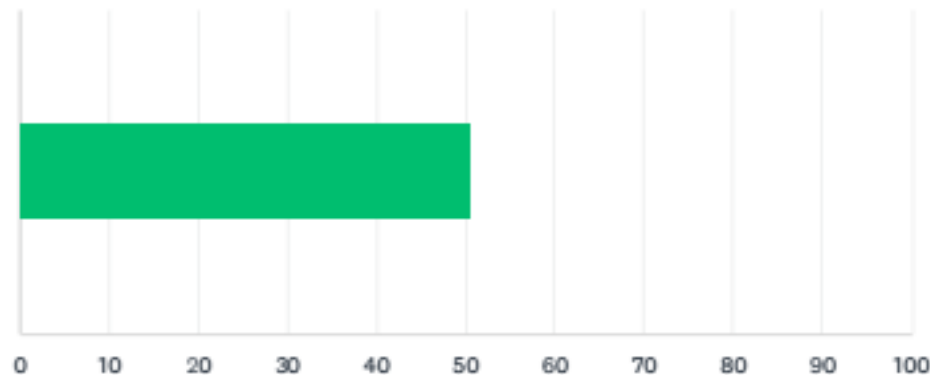
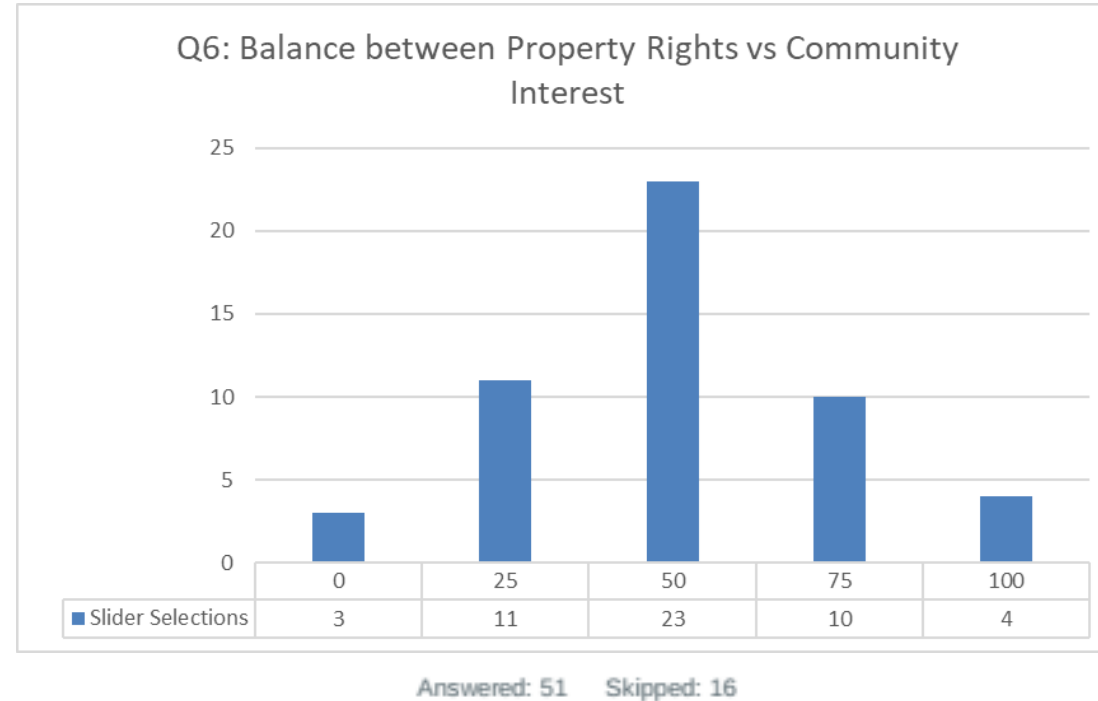
ANSWER CHOICES	RESPONSES	
Prohibit accumulation of trash or junk on properties	77.61%	52
Prohibit open parking of inoperable/junk vehicles on properties	71.64%	48
Prohibit overgrown or unmowed property yards	64.18%	43
Require defacement of properties be repaired/cleaned	62.69%	42
Limitations on size and amount of signage on a property	59.70%	40
Require fences be well maintained	58.21%	39
Building setbacks that limit structures near property lines	52.24%	35
8 foot height limitations of fences and small portable buildings near property lines	43.28%	29
Prohibit outdoor lighting at night that shines outward/upward	40.30%	27
Prohibit carports that face the street	37.31%	25
All of the above	35.82%	24
None of the above	4.48%	3
Total Respondents: 67		



## Question 6

### Balancing Property Rights vs Community Interest in Maintaining Properties

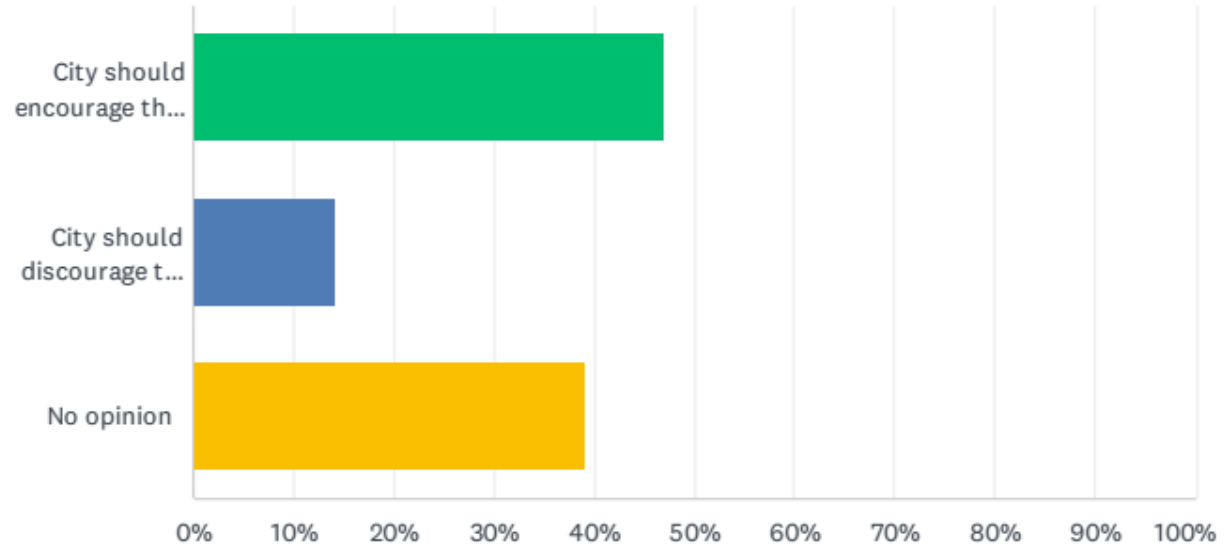
Slider answer.





## Question 7

**Should City encourage  
or discourage Tear  
Down + Rebuild  
projects?**



ANSWER CHOICES	RESPONSES	
City should encourage this trend	46.88%	30
City should discourage this trend	14.06%	9
No opinion	39.06%	25
TOTAL		64





## Question 8

### What should City do to maintain or enhance its Vision as premier community?

Open-ended comment box.

Here are a few comments.

RESPONSES	DATE
Christmas garland over the NW Military street between the telephone poles or at stop lights. I would love for this community to be entirely walkable/bikable, so I support sidewalks throughout. I also believe some municipalities have a community pool, which collects membership dues that could help families know one another better. We love the park and walking path. The special events have been wonderful for the holidays and represent what I understand a premiere community would or should have. Our community magazine is wonderful and helps me feel a part of what is going on, as well as the newsletter that I read monthly. I really wish there was something to be done about the issue of dead front lawns- but with the drought and water restrictions there is very little to be done to make that more appealing.	1/5/2023 7:49 PM
5-7 year plan to create aesthetics of a premier city: - LED solar lights in trees on Lockhill Selma median - drought tolerant plants along one side of NW Military from Huebner to 1604 - LED solar lighting on NW Military - planted area in center of city hall parking area turned into a plaza with large fountain and benches with solar lighting - use modernized version of a roadrunner as art in the city - using university students in a contest to create and provide the art. May result in multiple great pieces of art for the city. Cash/recognition to winners of the contest. - remainder of 22 acres near the pavilion turned into a peaceful communal park with eco friendly gardens, benches and art. Create various distinct sections within that park. It fits those who want more amenities and those who want natural.	12/13/2022 4:56 PM
Keep engaging with the community/our neighbors.	12/13/2022 10:07 AM
Limit the through traffic on the new highway. Place Victorian lamp post along new walkway areas. Limit multi family housing	12/12/2022 10:05 PM
Clean up blvd at lockhill and all entrances into Shavano. Don't rely on state. Enforce regulations including signage. Focus on cleaning up what we have vs adding more to city.	12/12/2022 9:23 PM
The city needs to strictly enforce any and all maintenance regulations and rules.	12/12/2022 7:35 PM
Trees are an integral part of the beauty of the city. Tree care and unauthorized removal and incentives for planting could help encourage people	12/12/2022 6:43 PM