

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

Summary (as of Fri, Feb 24, 2023 @ 8AM)

- **Responses:** 40 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.

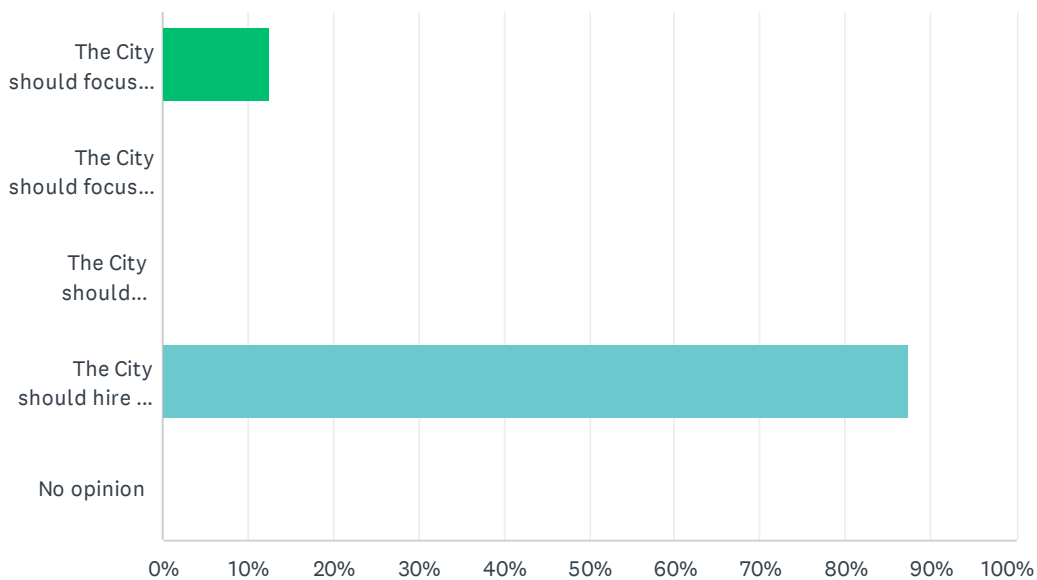
Question 3 Summary

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

- 87.50% 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: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
The City should focus on growing and developing leaders from within	12.50%	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	87.50%	35
No opinion	0.00%	0
<b>TOTAL</b>		<b>40</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

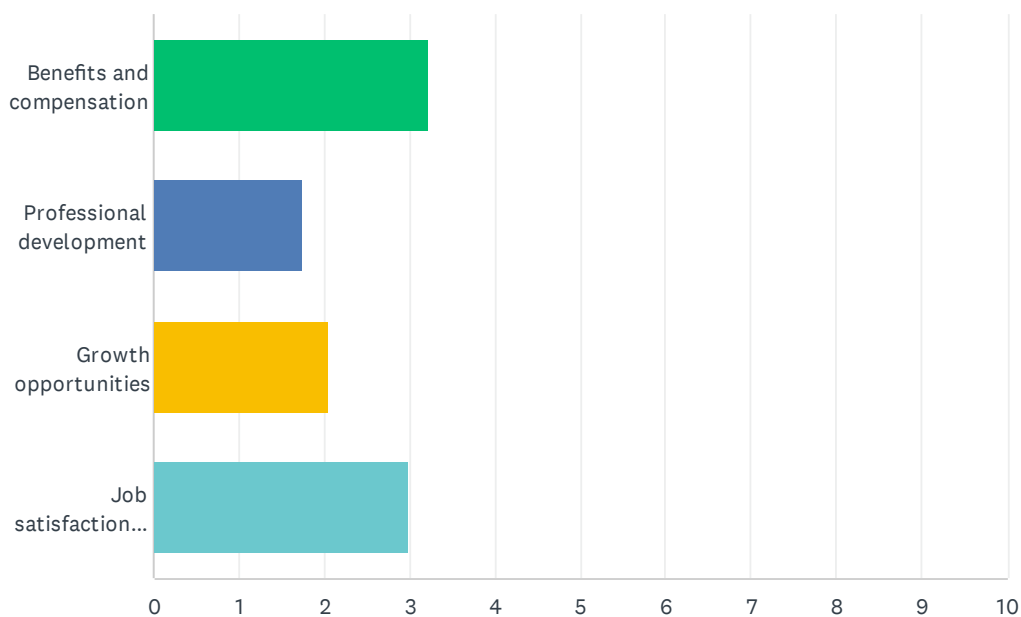
### **Which do you believe is the most important aspect in hiring high quality staff?**

- This was a ranking question, so the top ranked questions by average were:
  1. Benefits and Compensation at 3.23
  2. Job satisfaction / Work Environment at 2.98
  3. Growth Opportunities at 2.05
  4. Professional Development at 1.75

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: 40 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Benefits and compensation	50.00% 20	30.00% 12	12.50% 5	7.50% 3	40	3.23
Professional development	10.00% 4	12.50% 5	20.00% 8	57.50% 23	40	1.75
Growth opportunities	7.50% 3	17.50% 7	47.50% 19	27.50% 11	40	2.05
Job satisfaction / Work environment	32.50% 13	40.00% 16	20.00% 8	7.50% 3	40	2.98

### Question 5 Summary

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

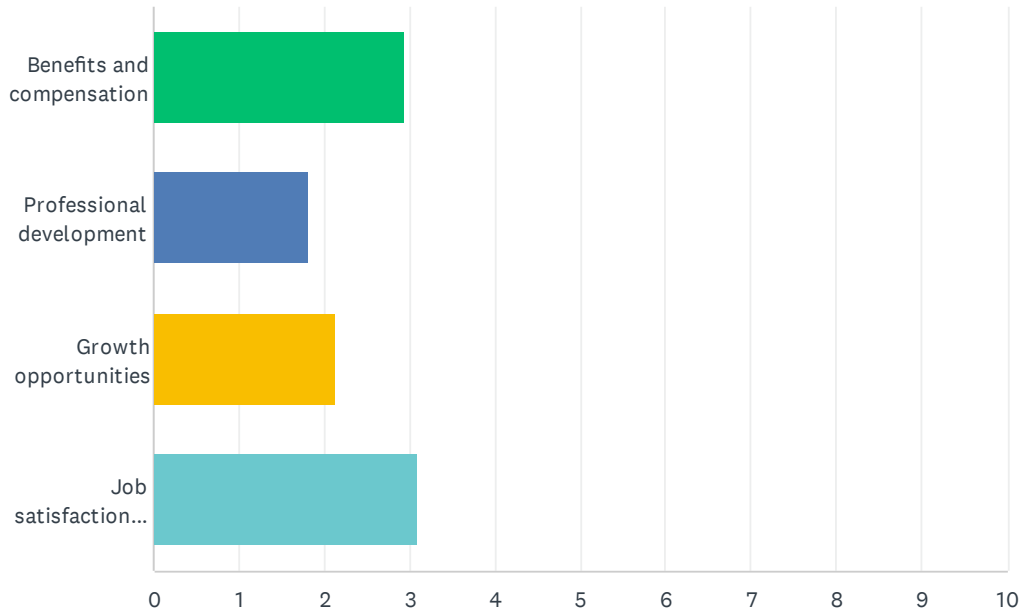
- This was a ranking question, so the top ranked questions by average were:
  1. Job satisfaction / Work Environment at 3.10
  2. Benefits and Compensation at 2.95
  3. Growth Opportunities at 2.13
  4. Professional Development at 1.82

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: 40 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Benefits and compensation	37.50% 15	30.00% 12	22.50% 9	10.00% 4	40	2.95
Professional development	10.00% 4	15.00% 6	22.50% 9	52.50% 21	40	1.82
Growth opportunities	12.50% 5	12.50% 5	50.00% 20	25.00% 10	40	2.13
Job satisfaction / Work environment	40.00% 16	42.50% 17	5.00% 2	12.50% 5	40	3.10

### Question 6 Summary

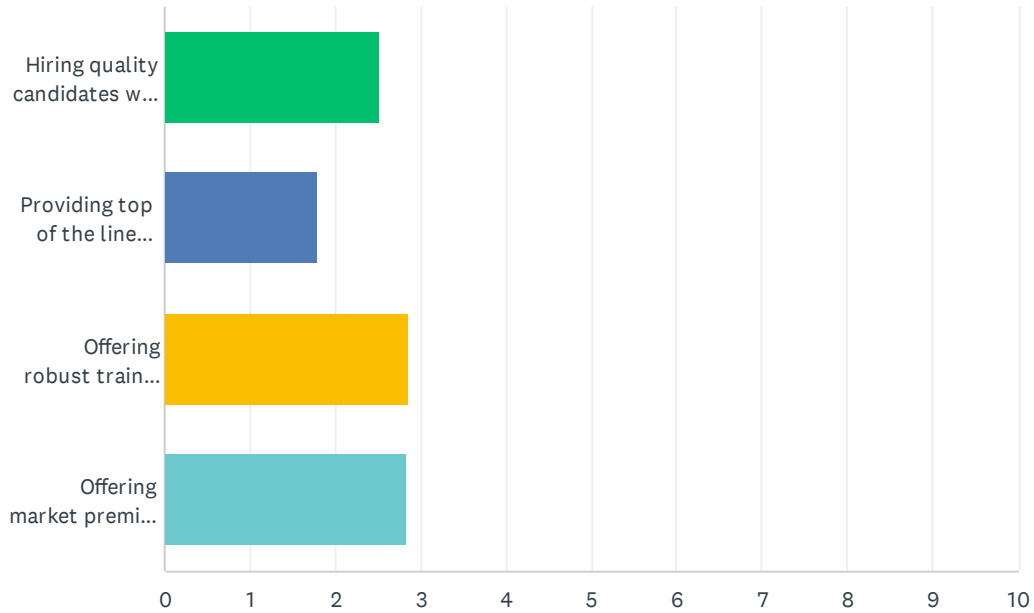
#### **What priority do you believe to be the most important in sustaining a high performing organization?**

- This was a ranking question, so the top ranked questions by average were:
  - Offering robust training and professional development opportunities at **2.85**
  - Offering market premium benefits and compensation at **2.83**
  - Hiring quality candidates with higher education degrees and/or professional certifications at **2.52**
  - Providing top of the line vehicles and equipment at **1.80**

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: 40 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Hiring quality candidates with higher education degrees and/or professional certifications	32.50% 13	15.00% 6	25.00% 10	27.50% 11	40	2.52
Providing top of the line vehicles and equipment	5.00% 2	17.50% 7	30.00% 12	47.50% 19	40	1.80
Offering robust training and professional development opportunities	35.00% 14	32.50% 13	15.00% 6	17.50% 7	40	2.85
Offering market premium benefits and compensation	27.50% 11	35.00% 14	30.00% 12	7.50% 3	40	2.83

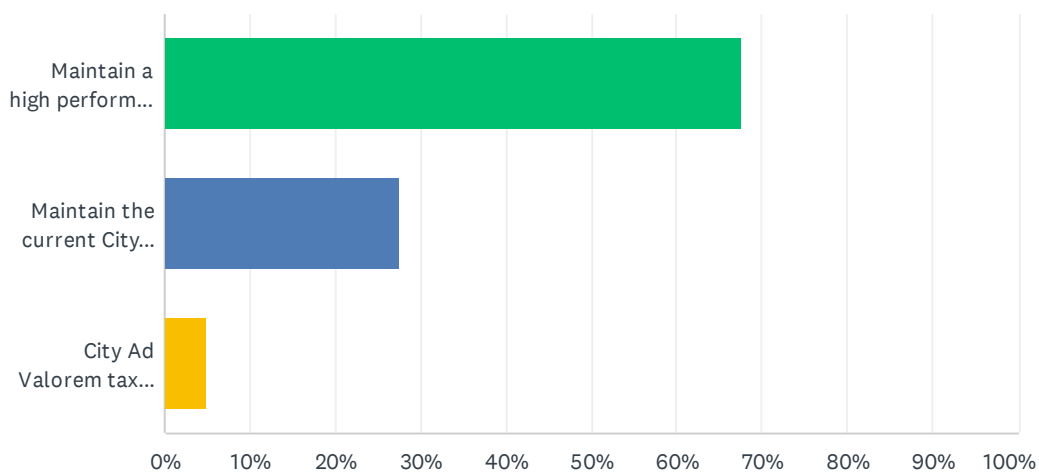
### Question 7 Summary

**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?**

- 67.50% responded supported maintain robust staff and services as a priority, even if it meant small increases in City ad valorem tax rate
- 27.50% responded Maintain the current City ad valorem tax rate as a priority, City staff and services must live within its means
- 5% 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: 40 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	67.50% 27
Maintain the current City Ad Valorem tax rates as a priority, the City staff and its services must live within its means	27.50% 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	5.00% 2
TOTAL	40

#	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

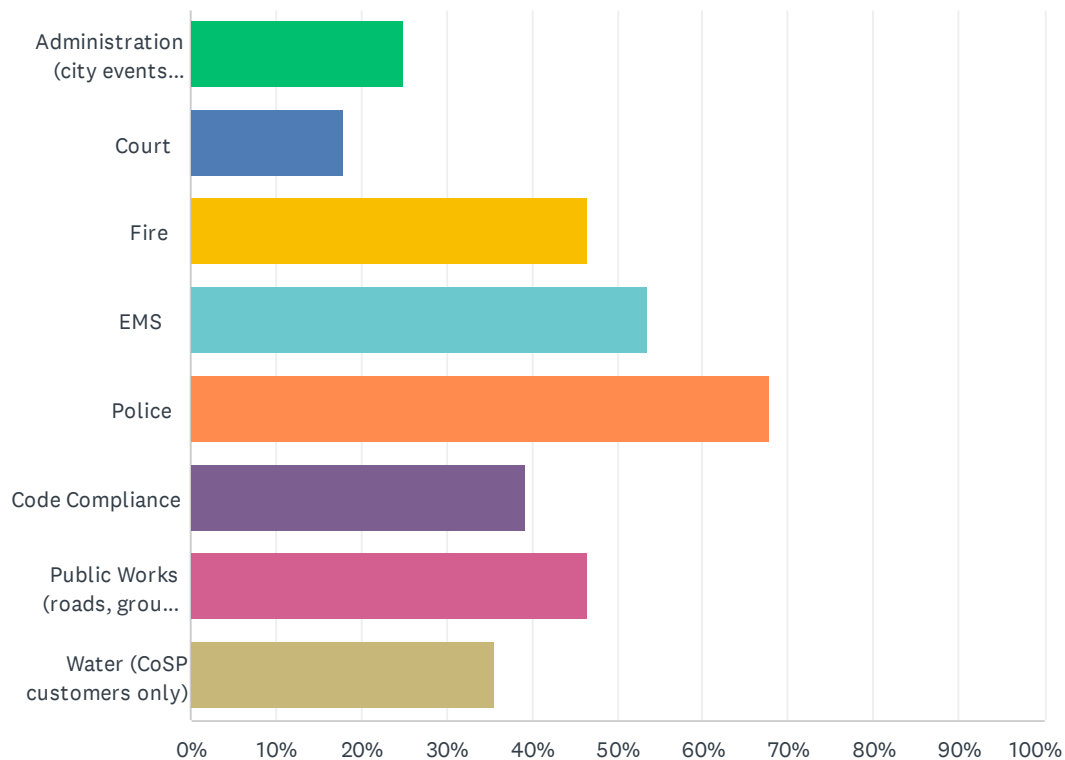
## Question 8 Summary

### **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: 28 Skipped: 12



ANSWER CHOICES	RESPONSES
Administration (city events, permitting, leadership)	25.00% 7
Court	17.86% 5
Fire	46.43% 13
EMS	53.57% 15
Police	67.86% 19
Code Compliance	39.29% 11
Public Works (roads, grounds maintenance)	46.43% 13
Water (CoSP customers only)	35.71% 10
Total Respondents: 28	

#	YOU MAY EXPLAIN YOUR THOUGHTS IN THE COMMENT BOX BELOW.	DATE
---	---	------



1	I have been satisfied with all services in Shavano Park. We are very fortunate to be living in this community.	1/28/2023 5:44 PM
2	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
3	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
4	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
5	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
6	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
7	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
8	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
9	Like to see police actually looking at areas as they drive around.	1/19/2023 6:38 PM
10	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
11	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
12	I think the city is providing excellent services.	1/16/2023 6:27 AM
13	Safety first. Everything else can be negotiated	1/15/2023 10:02 PM
14	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
15	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

16	I think the City is providing all the right services.	1/13/2023 8:38 PM
17	Less code compliance. Owners rights	1/13/2023 5:53 PM
18	Keep the quality living conditions we desire	1/13/2023 5:47 PM
19	We should focus on the essential items citizens cannot provide for themselves. We are not currently doing this.	1/13/2023 4:48 PM
20	Don't know enough to answer	1/13/2023 4:25 PM
21	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
22	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
23	Appears we are over staffed as to # of officers in relation to population. Outsource code compliance.	1/13/2023 11:22 AM