

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

This notice is posted pursuant to the Texas Open Meetings Act. Notice hereby given that the City Council of the City of Shavano Park, Texas will conduct a Budget Workshop on Wednesday, June 15, 2022 at 5:30 p.m. at 900 Saddletree Court, Shavano Park City Council Chambers for the purpose of considering the following agenda:

1. CALL MEETING TO ORDER

2. PLEDGE OF ALLEGIANCE AND INVOCATION

3. CITIZENS TO BE HEARD

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

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

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

4. CITY COUNCIL COMMENTS

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

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

- announcements involving an imminent threat to the public health and safety of people in the municipality or county that has arisen after posting of the agenda

5. REGULAR AGENDA ITEMS

- 5.1. Discussion - Compensation Study Results - Werling Associates**
- 5.2. Presentation / discussion - Bond Financing Plan Update – City Manager**
- 5.3. Presentation / discussion - City Council Goals, Objectives and City Council guidance for FY 2022-23 budget – Council**
- 5.4. Presentation – Budget Basics - Finance Director**
- 5.5. Presentation / discussion - Review of Budget Calendar - Finance Director**
- 5.6. Presentation / discussion - 2022 Risk Assessment - City Manager / Directors**

6. ADJOURNMENT

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

Attendance by Other Elected or Appointed Officials:

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

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

CERTIFICATION:

I, the undersigned authority, do hereby certify that the above Notice of Meeting was posted at Shavano Park City Hall, 900 Saddletree Court, at a place convenient and readily accessible to the general public at all times, and said Notice was posted on the 10th day of June 2022 at 2:30pm.

Trish Nichols
City Secretary

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: 5.1

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION: Presentation / Discussion – Compensation Study Results – Dr. Stephen Werling, Werling & Associates

Attachments for Reference:

a) Compensation Study presentation

BACKGROUND / HISTORY:

The City contracted with Ray Associates to complete a compensation and benefits survey during summer 2021. Council approved the recommendations as well as a 3% COLA adjustment which resulted in an average 8.5% increase for FY22.

DISCUSSION:

Recommendations in the Ray Associates report include:

- Future salary schedule adjustments should be at least equivalent to the percent change in the U. S. Department of Labor’s Employment Cost Index (ECI) for salaries and wages over the preceding 12-month period available from the U.S. Bureau of Labor Statistics’ website (www.bls.gov). The Ray Associates report used the average of three tables, 8, 10 and 11, and according to the most recent information available, the ECI is 4.3% (for the twelve months ended March 2022).
- The ECI figures should be supplemented by calls to the benchmark employers used in this study and/or review of other supplemental data to determine what the market in which the City of Shavano Park competes is planning for salary structure adjustments.
- The City should also review the percent change in the Consumer Price Index (CPI) when making the decision about salary structure adjustments (COLAs). Typically, the ratio of weighting ECI data and CPI data should be approximately 75% ECI and 25% CPI. According to the Bureau of Labor Statistics’ website, the CPI is 8.6% for the 12 months ending May 31, 2022. Using these percentages $4.3\% * 75\% + 8.6\% * 25\% = 5.37\%$ suggested COLA.

The Social Security Administration provided a COLA of 5.9% for calendar year 2022. This increase was based on the Consumer Price Index from the third quarter 2020 thru the third quarter 2021.

At the May 25th budget workshop, Council provided guidance to engage Dr. Stephen Werling, Werling & Associates, to review the City's current pay structure and advise as to its market competitiveness. Dr. Werling will also provide advice as to recommendations for FY2023 compensation adjustments.

Dr. Werling joins us to present his findings and recommendations.

Other items of note for consideration:

- TML – Health indicated health insurance premiums will increase 18% for the upcoming plan year. There are no planned increases or changes in the premiums for dental, vision or group term life insurance.
- TMRS – The City's contribution rate for calendar year 2023 increased to 14.57% from 14.16% for CY2022. This is just under a 3% increase.

Also at the May 25th budget workshop, Alderman Miller requested a Compensation Subcommittee to review various scenarios and provide Council with a recommended course of action.

COURSES OF ACTION:

Consensus to be determined.

FINANCIAL IMPACT:

To be determined.

MOTION REQUESTED:

None at this time.



Solutions and Leadership
for Human Resource Management

Compensation Review for City of Shavano Park

Prepared by:

Stephen Werling, DBA, SPHR

June 9, 2022

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INTRODUCTION

Werling Associates, Inc. provides this base pay plan review for the City of Shavano Park. The report provides the City Manager and City Council with the information to support revisions to the base pay plan. The report provides survey market data, market comparisons to the current grade minimums and grade midpoints, and recommendations for FY 2023.

BASE PAY PLAN REVIEW

Assumptions and Limitations

There are several limitation to any base pay plan update.

- * The survey process depends on the survey participants to provide accurate information with respect to base pay, total compensation, job matches and benefit information. The surveys are limited to voluntary participants. The differences in participant may alter the survey results.
- * The market analysis and job evaluation process assumes that the average reported wages reflect the pay of a fully qualified employee.

Labor Market Conditions

The current labor market and general market conditions create a unique situation that significantly influences pay and the related business decision. The high general inflation (8.3% for April) and the low unemployment (3.5% as of April) places severe upward pressure on wages (9.0% in 2021). In spite of the market conditions, most organizations budgeted low annual increases for 2021 and 2022 (3.18% and 3.5%) which contributed to the increased turnover (26% in 2021). The labor market conditions and relatively low annual increases create a situation where professional employees can expect a 15% increase, plus an additional inflation adjustment, for changing jobs.

It is especially useful to review the annual increase relative to the inflation and traditional annual increases. The traditional annual increase, initially established in the late 1940s by the Federal government and labor unions has been the cost of living plus 1.5% for the additional year of employment. Table 1 provides a summary of the general inflation, average annual increases, and historic annual increases.

Table 1

Year	Inflation	Avg. Annual Increase	Difference	Traditional Annual Increase	Traditional Difference
2020	1.60%	2.69%	1.09%	3.10%	-0.41%
2021	7.00%	3.18%	-3.82%	8.50%	-5.32%
2022 (April)	8.30%	3.50%	-4.80%	9.80%	-6.30%
Total	17.10%	9.07%	-7.83%	21.60%	-12.03%

The information shows the total increases over the past two years and projected 2022 increase total 9.07%, 7.83% less than the general inflation and up to 12.03% lower than the traditional annual increases.

The difference with the traditional increases creates a significant problem for organizations, given the unemployment rate and labor market conditions. Professional employees can expect a 15% increase for changing jobs in normal times; in a tight labor market, employees can also expect a 5% to 10% inflation adjustment. Organizations who do not respond to the inflation will experience increased turnover as employees seek to recover their lost purchasing power.

Wage Survey Data

The availability of market data is critical to the success of the base pay plan update. The review uses data from the 2022 San Antonio Area Wage and Benefit Municipality Survey, with additional data from two City’s websites. Table 1 shows the organizations included in the survey.

Table 1 - Survey participants

City	City
City of Alamo Heights	City of Olmos Park*
City of Balcones Heights	City of Pearsall
City of Boerne	City of Schertz
City of Converse	City of Shavano Park
City of Fair Oaks Ranch	City of Terrell Hills*
City of Floresville	New Braunfels Utilities
City of Helotes	San Antonio River Authority
City of Kennedy	

* **Provided wage data, included in San Antonio Survey summary data.**

Exhibit 1 provides the San Antonio Survey data for Cities with populations under 20,000. The analysis adjusted the survey data by 1.5% to update the survey data to July 1, 2022.

Base Pay Review

The City’s pay plan consists of a General structure, a Police structure, and Fire Department structure. The base pay plan review compares the current base grade minimum and midpoint for each job compared to the survey 25th percentile and the survey averages. A competitive current pay grade exists when the grade minimum and grade midpoint are greater than the survey 25th percentile and the survey midpoint.

Table 2 provides the comparison of the pay grade minimum and midpoints to the 25th and average of the San Antonio Survey, under 20,000 population group.

Table 2 - Population under 20,000

Job Title	Pay Grade	Pay Grade Min	Pay Grade Mid	Pay Grade Max	25th Survey Data	Difference Grade Minimum	Avg. Survey Data	Difference Grade Midpoint
PW Maint Worker**	GG 14	34,605	42,163	51,371	32,999.20	1,114.97	38,422.43	3,740.20
PW/W Maint Worker	GG 14	34,605	42,163	51,371	32,042.01	2,563.08	38,027.72	4,135.23
Water Maint Worker	GG 14	34,605	42,163	51,371	32,042.01	2,563.08	38,027.72	4,135.23
Permit Clerk/Reception	GG 15	36,357	44,297	53,972	35,379.41	977.56	43,820.19	477.26
Police Office Mgr*	GG 16	38,198	46,540	56,704	44,138.64	-5,941.10	55,763.53	-9,223.53
Water Crew Leader	GG 17	40,131	48,896	59,575				
HR/Finance Clerk*	GG 19	44,297	53,972	65,760	41,496.00	2801.44	45,347.08	8,625.05
Court Clerk	GG 19	44,297	53,972	65,760	41,536.87	2,760.57	50,405.02	3,567.11
PW/W Office Mgr	GG 19	44,297	53,972	65,760	42,672.72	1,624.72	51,470.98	2,501.15
PW/W Superintendent	GG 23	53,972	65,760	80,122				
Asst to City Manager	GG 30	76,261	92,917	113,210				
City Secretary	GG 30	76,261	92,917	113,210	58,220.94	18,040.27	70,328.23	22,588.65
Dir of Public Works	GG 34	92,917	113,210	137,936	62,032.31	30,884.57	102,574.14	10,636.05
Fire Chief	GG 35	97,621	118,941	144,919	89,516.19	8,104.61	102,795.03	16,146.43
Police Chief	GG 36	102,563	124,963	152,255	88,589.81	13,973.04	106,790.76	18,172.11
Finance Director	GG 37	107,755	131,289	159,963	88,911.83	18,843.26	103,888.18	27,400.94
City Manager	GG 45	159,963	194,899	237,466	109,099.25	50,863.79	150,750.35	44,149.08
Police Officer	PD 6	52,632	59,549	69,058	49,659.54	2,972.80	54,516.33	5,032.34
Police Corporal	PD 7	56,047	63,412	73,539	54,356.80	1,690.53	60,826.44	2,585.97
Police Detective	PD 8	56,649	64,094	74,329	57,396.25	-746.91	65,349.76	-1,256.23
Police Sergeant	PD 9	64,872	71,606	81,016	61,670.93	32,00.94	69,158.95	2,447.46
Police Captain	PD 10	74,238	79,948	88,247				
Firefighter	FD 6	46,820	51,681	58,472	47,925.52	-1,105.51	53,299.34	-1,618.81
Fire Lieutenant	FD 7	58,710	66,425	77,033	54,786.90	3,923.43	63,280.03	3,145.32
Fire Captain	FD 8	68,822	77,866	88,099	62,717.25	6,105.21	70,349.19	7,517.10
Fire Administrator Capt.	FD 9	71,603	79,037	89,423	62,717.25	8,886.04	70,349.19	8,687.44

* Data from San Antonio Area Wage and Benefit Survey, General Survey.

** Survey did not report data in Under 20,000 population, data is from all survey participants.

The survey data indicates that the City's pay grade minimum and midpoints are slightly lower than the market 25th percentile for the Firefighter and the Police Detective. The City's pay grade minimum and midpoints for the Police Office Manager 15.5% and 19.8% below the survey data for an Office Manager in the San Antonio General survey. The differences for the Office Manager may reflect differences in the size of the department, number of employee supervised, and scope of responsibilities.

The survey data indicates that the City's current pay grades are competitive with the wages paid in the Cities listed in Table 2.

RECOMMENDATIONS

The survey data shows that the City's pay grade are competitive with the current salaries paid by the participating Cities. Any cost of living adjustment to the pay structure addresses the minor differences found for the Firefighter and the Police Detective. The City should review the job duties and paygrade for the Police Office Manager to verify or adjust the pay grade.

The primary concern is not the current pay grade ranges but the fiscal year 2023 ranges. The step plan allows the City to adjust to the current market conditions with cost of living adjustments to the structures and a step increase that closely resembles the traditional annual increase model. The City should consider a cost of living adjustment that is close to the current 8.3% inflation rate or a lower rate if the City Manager and City Council believe that the inflation rate will decrease substantially in the near future.

**Exhibit 1 – Survey Data
Population Under 20,000**

Job #	Job Title	Avg	10th %tile	25th %tile	Med	75th %tile	90th %tile
4040	Animal Control Officer	40,955		33,207	38,990	49,826	
4041	Assistant Chief of Police	98,483		79,646	99,807	116,657	
4029	Assistant Fire Chief	87,804		75,064	91,553	96,795	
4009	Building Permit Clerk	43,178		34,861	40,979	48,023	
4042	Chief of Police	105,225		87,291	96,094	129,118	
4001	City Manager/Administrator	148,541		107,500	133,015	187,506	
4003	City Secretary	69,297		57,368	65,407	78,851	
4010	Code Enforcement Officer	47,278		40,823	47,403	53,685	
4043	Communications/Dispatch Supervisor	53,130		47,961	52,162	59,266	
4011	Community Development Director	91,349		68,349	83,779	118,134	
4004	Court Clerk	49,666		40,928	50,253	57,880	
4012	Deputy Court Clerk	43,330		39,353	44,553	49,213	
4056	Director of Utilities/Public Works	101,071		61,123	81,959	148,470	
4015	Economic Development Director	97,072		74,291	86,744	125,018	
4046	Emergency Service Dispatcher	42,084	35,412	38,591	42,037	42,496	47,416
4005	Finance Director - City	102,365		87,609	97,000	108,030	
4031	Fire Captain	69,318	60,625	61,798	68,092	73,029	84,691
4032	Fire Chief	101,288		88,204	95,990	113,672	
4033	Fire Lieutenant	62,352	52,930	53,984	58,482	68,469	78,918
4035	Firefighter	52,518	45,848	47,223	53,171	58,309	59,587
4022	Park Maintenance Supervisor	47,989		44,064	45,136	59,779	
4023	Park Maintenance Worker	36,297	28,423	34,028	35,339	39,967	45,313
4044	Police Corporal	59,935	52,338	53,560	56,950	67,844	68,141
4045	Police Detective	64,392		56,555	59,301	74,281	
4052	Police Officer	53,717	46,888	48,932	53,707	57,845	59,779
4053	Police Sergeant	68,145	56,793	60,767	65,582	77,376	80,410
4080	Street Crew Leader	46,667		36,764	46,717	51,646	
4026	Street Foreman	47,591		40,081	46,842	57,554	
4027	Street Maintenance Worker	33,119	25,709	29,994	33,852	35,298	38,126
4061	Utility Billing Clerk	39,598		35,672	40,726	41,974	
4062	Utility Billing Supervisor	50,716		42,047	50,947	59,155	
4064	Utility Crew Member	37,470	28,818	31,572	36,005	44,138	44,138
4067	Water/Wastewater Operator	44,400	29,994	38,272	42,848	50,877	58,874

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: 5.2

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION: Presentation / Discussion – Bond Financing Plan Update – City Manager

X

Attachments for Reference:

- a) 5.2a Financing Timeline
- b) 5.2b S&P Global Ratings – Shavano Park
- c) 5.2c Cabrera Capital Advertisement

BACKGROUND / HISTORY: The Voters approved the sale of \$10,000,000 general obligation bonds, whose proceeds will be used for specified street and cul-du-sac reconstruction, at the May 7, 2022 election.

At the May 25, 2022 City Council Workshop Duncan Morrow, Senior Vice President, and Kevin Escobar, Senior Vice President, Frost Bank, the City’s financial advisors, presented a financing plan and timeline.

DISCUSSION: Since the May 25, 2022 Workshop meeting the Working Group, Staff and the City’s financial advisors have completed the following:

- 1) Selected underwriters of Cabrera Capital Markets and RBC Capital Markets
 - a. Cabrera Capital ad placed in Roadrunner newsletter for residents to purchase bond (5.2c)
- 2) S&P Global Ratings concluded review a “AAA” Bond Rating and long-term rating (5.2b)
- 3) Preliminary Official Statement draft 1 complete – on track for June 21st posting (5.2a)

COURSES OF ACTION: Gain concurrence on the financing plan as presented, allowing bond counsel and financial advisor to proceed with document preparation, / or provide guidance modifying the financing plan.

FINANCIAL IMPACT: To be determined based on selected course of action.

MOTION REQUESTED: Gain concurrence on the financing plan as presented.



\$10,000,000 *
City of Shavano Park, Texas
General Obligation Bonds, Series 2022

Timetable of Events

May 2022						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2022						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July 2022						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Date	Event
May 7, 2022	Election Day
May 16, 2022	Canvassing of Election results
May 16, 2022	Provide Preliminary Official Statement to Bond Counsel
May 23, 2022	Distribute 1st draft of Preliminary Official Statement to S&P
May 25, 2022	Present financing plan to City Council
May 26, 2022	Credit rating conference call with S&P
May 30, 2022	Holiday: Memorial Day
May 31, 2022	1st draft of Preliminary Official Statement comments due
June 1, 2022	Distribute 2nd draft of Preliminary Official Statement to the working group
June 9, 2022	2nd draft of Preliminary Official Statement comments due
June 13, 2022	Distribute 3rd draft of Preliminary Official Statement to the working group
June 16, 2022	Due diligence conference call with underwriter
June 17, 2022	3rd draft of Preliminary Official Statement comments due
June 17, 2022	Credit rating released by S&P
June 20, 2022	Holiday: Juneteenth
June 21, 2022	Posting of the Preliminary Official Statement
June 27, 2022	Pricing of the Bonds and approval by City Council
June 28, 2022	Distribute Final Official Statement to the working group
July 1, 2022	Final Official Statement comments due
July 4, 2022	Holiday: Independence Day
July 5, 2022	Posting of the Final Official Statement
July 19, 2022	Distribute draft Closing Memo to the working group
July 22, 2022	Closing Memo comments due
July 25, 2022	Distribute final Closing Memo to the working group
July 28, 2022	Closing and delivery of the Bonds

RatingsDirect®

Summary:

Shavano Park, Texas; General Obligation

Primary Credit Analyst:

Andy A Hobbs, Dallas + 1 (972) 367 3345; Andy.Hobbs@spglobal.com

Secondary Contact:

Katy Vazquez, New York (1) 212-438-1047; katy.vazquez@spglobal.com

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Credit Opinion

Related Research

Summary:

Shavano Park, Texas; General Obligation

Credit Profile

US\$10.0 mil GO bnds ser 2022 dtd 07/15/2022 due 02/15/2044

Long Term Rating

AAA/Stable

New

Rating Action

S&P Global Ratings has assigned its 'AAA' long-term rating to the City of Shavano Park, Texas' \$10 million general obligation (GO) bonds series 2022. At the same time, we have affirmed our 'AAA' rating on the city's parity GO limited-tax debt outstanding. The outlook is stable.

The bonds are direct obligations of the city payable from the levy and collection of a direct and continuing ad valorem tax, levied within the limits prescribed by law, on all taxable property located within the city. Despite state statutory tax-rate limitations, we do not differentiate between the city's limited-tax debt and its general creditworthiness because the ad valorem tax is not derived from a measurably narrower tax base and there are no limitations on the fungibility of resources, which supports our view of the city's overall ability and willingness to pay debt service.

Proceeds from the sale of the bonds will be used to fund various infrastructure projects throughout the city, including street improvements.

Credit overview

Despite its relatively small area, Shavano Park benefits from its favorable location north of San Antonio. The tax base continues to report positive re-appraisals and the city's financial metrics are good, in our opinion. Fiscal stability is further supported by recent federal aid and strong financial management practices and policies. We view the city's debt profile as very weak, which is primarily based on the new issue, size, and amortization. Despite the high debt burden, we do not expect any pension pressure at this time and expect annual debt obligations will remain manageable. Future credit reviews will focus on the city's ability to manage higher annual debt costs.

Key credit considerations include our view of Shavano Park's:

- Advantageous location in the broad and diverse San Antonio metro area;
- History of strong financial performance and maintenance of very strong reserves;
- Strong financial management practices and policies, and strong institutional framework; and
- Very weak debt and contingent liability profile largely influenced by the current issue.

Environmental, social, and governance

Our analysis encompasses our review of Shavano Park's environmental, social, and governance (ESG) risks. We have determined that the city's ESG risks are neutral credit considerations in our analysis.

Stable Outlook

Downside scenario

We could lower the rating if financial metrics or reserves materially weaken, or if fixed costs, such as new debt, strain the city's stable financial performance or reserves.

Credit Opinion

Relatively built-out residential tax base north of San Antonio

Shavano Park is a relatively small built-out community north of San Antonio in south Texas. Despite the city's built-out nature, properties continue to receive positive reappraisals. The tax base is predominately made up of single-family residential properties (75% of the total tax base), with commercial properties making up a small portion (18%). The top 10 taxpayers account for less than 10% of the total tax base. Officials note some modest activity in the city: About five single-family residential lots are in some stage of development and a new chain restaurant recently opened. While we believe the tax base will remain stable, we expect market value gains will be derived from positive reappraisals versus significant new development.

History of stable fiscal performance and ample reserves

The city continues to report stable financial performance supported by steady property tax collections. In 2021, property taxes accounted for 64% of general fund revenues. Sales taxes, franchise fees, and license and permit fees made up a smaller portion of overall revenues. Revenues exceeded expenditures for the year and the city reported a modest \$80,626 operating surplus and addition to available fund balance. However, when incorporating transfers out of the fund, the majority of which was for capital outlay, the general fund would have realized a modest operating deficit. Shavano Park has a history of good general fund reserves and based on current trends, we do not expect any material drawdowns in the near term. City officials report stable financial performance in 2022. Although property tax collections are slower than normal, sales tax collections are over budget. The city is focused on retention and filling vacancies, especially fire fighters. It has replaced three fleet vehicles and notes fuel prices are slightly higher than budget. Aiding fiscal stability for the year is receipt of slightly less than \$500,000 in American Rescue Plan Act funding. Officials anticipate receiving the second payment in August and plan to use the money for capital projects.

Strong financial management practices and policies

Officials use at least five years of historical data and data from outside sources when projecting revenue and expenditures. Management reports budget-to-actual financial performance monthly to the council. The council also receives quarterly investment portfolio reports. The city's official general fund reserve policy calls for holding 25%-50% of operating expenditures in unassigned reserves to provide stable finances for operations, keep services and taxes as consistent as possible, and keep a cushion for budgetary shortfalls and unexpected expenditures. Shavano Park uses a rolling capital plan linked to the operating budget that identifies funding sources for projects and equipment outlays. It recently added debt management and long-term financial planning to the budget. The debt management plan establishes basic guidelines for debt financing, while the long-term financial forecast considers long-term implications of budget decisions.

Large debt profile reflective of anticipated issue

Shavano Park's elevated debt profile is largely due to the anticipated issuance of \$10 million in GO debt. The city has only \$2.5 million in parity debt outstanding. The new sale will mainly help fund street and road improvements and the city has no other immediate or near-term additional debt plans.

Pensions and other postemployment benefits (OPEB) liabilities:

Pension and OPEB liabilities are not medium-term credit pressures for the city as the funded status of the city's plan remains in excess of 90% and current contributions exceed or are near meeting our static and minimum funding progress calculations. We do not expect any near-term budgetary pressure from the city's pension obligations. Shavano Park participates in the Texas Municipal Retirement System (TMRS), administered by Texas. Its net pension liability is \$9.8 million. The TMRS plan has a funded level of 91%, using the plan's fiduciary net position as a percent of the total pension liability. The city also participates in a defined-benefit group-term life insurance plan operated by TMRS known as the Supplemental Death Benefits Fund. For the year ended Sept. 30, 2021, the city recognized an OPEB expense of \$20,671.

Strong institutional framework

The institutional framework score for Texas municipalities is strong.

Shavano Park, Texas -- Key Credit Metrics				
	Most recent	Historical information		
		2021	2020	2019
Very strong economy				
Projected per capita EBI % of U.S.	239			
Market value per capita (\$)	428,333			
Population			3,396	3,390
County unemployment rate (%)			7.5	
Market value (\$000)	1,454,618	1,411,197	1,324,452	1,250,999
Ten largest taxpayers % of taxable value	9.5			
Adequate budgetary performance				
Operating fund result % of expenditures		(7.2)	(5.9)	(0.2)
Total governmental fund result % of expenditures		4.0	(11.4)	(16.5)
Very strong budgetary flexibility				
Available reserves % of operating expenditures		43.0	43.3	55.1
Total available reserves (\$000)		2,442	2,360	2,676
Very strong liquidity				
Total government cash % of governmental fund expenditures		107	96	100
Total government cash % of governmental fund debt service		3216	3223	3288
Strong management				
Financial Management Assessment	Good			
Very weak debt & long-term liabilities				
Debt service % of governmental fund expenditures		3.3	3.0	3.0

Shavano Park, Texas -- Key Credit Metrics (cont.)

	Most recent	Historical information		
		2021	2020	2019
Net direct debt % of governmental fund revenue	190			
Overall net debt % of market value	5.9			
Direct debt 10-year amortization (%)	38			
Required pension contribution % of governmental fund expenditures		7.7		
OPEB actual contribution % of governmental fund expenditures		0.0		

Strong institutional framework

EBI--Effective buying income. OPEB--Other postemployment benefits. Data points and ratios may reflect analytical adjustments.

Related Research

- Through The ESG Lens 3.0: The Intersection Of ESG Credit Factors And U.S. Public Finance Credit Factors, March 2, 2022

Ratings Detail (As Of June 8, 2022)

Shavano Pk comb tax & ltd pledge rev certs of oblig ser 2009 dtd 08/01/2009 due 02/15/2013-2015 2017 2019 2021 2023 2025 2029 2034 2039 & cap apprec d		
Long Term Rating	AAA/Stable	Affirmed
Shavano Pk GO		
Long Term Rating	AAA/Stable	Affirmed

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Invest in the City of Shavano Park



\$10,000,000*
City of Shavano Park
General Obligation Bonds,
Series 2022



Anticipated
Date of
Pricing*
Monday,
June 27, 2022

Anticipated
Date of
Delivery*
Thursday,
July 28, 2022

Expected Tax Status: Interest on the Bonds is tax-exempt for Texas residents**

To obtain a copy of the Preliminary Official Statement for the City's Series 2022 issue, please contact any of the firms below.

Cabrera Capital Markets
(210) 857-8517

**Preliminary, subject to change*

***Before purchasing any Bonds, contact your tax advisor to determine any applicable federal, state, and local tax consequences. This ad is not an offer to sell nor a solicitation of an offer to buy bonds. Bonds may only be purchased through a broker and through an Official Statement*

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: **5.3**

Prepared by: Bill Hill

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

5.3 Presentation / discussion - Council Goals, Objectives and City Council guidance for FY 2022-23 budget - Council

X

Attachments for Reference:

- 1) Council Draft FY 2022-23 Goals and Objectives
- 2) Objective input Ald. Powers
- 3) Staff Draft FY 2022-23 Goals and Objectives

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

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

DISCUSSION: UPDATES

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

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

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

5.6 Staff Goals and Objectives. Staff has worked a draft listing of FY 2022-23 departmental goals and objectives by department (Attachment 2). Council should review these listings of goals and objectives as a starting point for adopting some of the Staff objectives as Council objectives. Also included in the packet is a summary matrix outlining the Winter Storm AAR recommendations and status.

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

At the May 25, 2022 City Council budget Workshop, Council gave guidance to staff on Council Goals and Objectives, but did not review Staff Objectives. The Council objectives have been updated with all changes from the May 25, 2022 meeting (blue for adds, red for deletions). All changes presented and that gained consensus at the May 25 meeting are in standard black.

COURSES OF ACTION: Revise and add to the draft FY 2022-23 goals and objectives as appropriate.

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

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

Strategic Goals and Objectives

Strategic Vision

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

Mission

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

Values

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

Essential Task List

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

Strategic Goals

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

Objectives

1. Provide excellent municipal services while anticipating future requirements

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

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

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

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

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

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

- Investigate revenue enhancement options
- Continue growth of the Oak Wilt Fund
- Maintain the City's online financial transparency webpage (<https://shavanopark.org/finances>)
- Earn Government Finance Officers Association Budget Award
- Maintain Reserves in accordance with our Fund Balance Policy
- Ensure detailed accounting and records for both ARPA and Street Bond funds

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

- [Update the 2018 Town Plan as a Comprehensive Planning document](#)
- Complete engineer planning for Phase I Street Maintenance Program; compete contract; and initiate reconstruction of streets identified in Phase I
- Complete engineer planning for DeZavala Drainage and Road Improvement Project; pending Federal funding compete contract; and initiate reconstruction of streets identified in Phase I
- Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats
- [Pursue high speed internet opportunities for residential neighborhoods](#)
- Consider options for using the 2nd year American Rescue Plan Act Funds
- Consider options for street repairs / restoration for Phase II of the 25-30 year restoration program
- Complete installation of an Emergency Generator for Fire / PW
- Continue to implement asphalt preservation applications within Shavano Creek and major arterials; applications include crack seal to assist in maintaining pavement conditions
- Continue to implement Winter Storm Uri infrastructure recommendations as appropriate
- Protect existing trees, landscaping, and grounds of the overflow City Hall Parking area, while streets and road construction crews use the area
- Maintain essential public water infrastructure to include a capital replacement program.
 - Continue to evaluate water system isolation valves and develop recommendations
 - Conduct water line replacement of all long water services on the old Shavano Park side in preparation for the street bond program
 - Extend and reroute water mains and services in cul-de-sacs to prepare for street bond program

- Continue coordination with TxDOT city requirements for NW Military Hwy improvement project scheduled for 2021-23

5. Enhance and support commercial business activities and opportunities

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

6. Enhance the City Image while maintaining a rural atmosphere

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

7. Promote effective communications and outreach with citizens

- Maintain and continue to improve the City Communications Plan
- Ensure timely communication to citizens and businesses on the progress of NW Military Highway / Phase I Street program construction and traffic control
- Conduct up to six City sponsored events (City-wide Garage Sale, Arbor / Earth Day, Independence Day, National Night Out, Trunk or Treat, Holiday Event)

- Support the City of Shavano Park celebration of Fiesta in coordination with Arbor / Earth Day with Fiesta Medals
- Maintain City website and evaluate additional website applications
- Conduct written engagements with Citizens (Water System, Town Plan, RR Stickers, Key Numbers, i-INFO)
- Continue to conduct website surveys
- Complete the publishing of a Community Directory in 2022
- Consider further implementation options for the 2018 comprehensive Town Plan
- Improve outreach in order to grow the Neighborhood Watch Program

8. Mitigate storm water runoff

- Complete the engineering plan for the DeZavala culvert and storm water drainage project
- Pending Federal funding, initiate construction on the DeZavala culvert and storm water drainage project
- Support the mitigation of stormwater problems throughout the City
- Continue to assess the previously approved Drainage Study for implementation opportunities
- ~~Continue drainage improvements~~
- Provide maintenance of our storm water system, including inlets and channels, ensuring proper drainage into our watersheds to include brush clearing projects

Administration Department – 601

Color Code Purple

Goals:

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

Objectives:

Effectively communicate with residents, businesses, visitors and other stakeholders

- Maintain an informative, effective, and user-friendly website
- Survey Shavano Park businesses concerning City services; update business directory
- Update and continue implementation of the City Communications Plan
- Improve quality of staff Roadrunner articles
- Post selected Roadrunner articles on social media

Provide exceptional customer service and effective administration of services

- Hire and maintain an exceptionally talented team based upon the resources available
- Provide excellent human resources services to staff
- Review and update the employee handbook as needed
- Provide training and professional development opportunities to staff
- Effectively administer municipal elections
- Maintain excellent records management program
- Implement a plan to harden the windows and the walls of the Court office area
- Incorporate an online interactive forms & reservations web application to City's website

Efficiently use and protect fiscal resources through sound financial practices

- Provide City Council and Staff with timely, accurate financial information
- Maintain the City's online financial transparency webpage (<https://shavanopark.org/finances>)
- Earn Government Finance Officers Association Distinguished Budget Presentation Award
- Complete the City's FY22~~4~~ annual financial audit with no audit adjustments

- Implement Winter Storm Uri infrastructure recommendations as appropriate

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

- Engage residents to participate in municipal planning
- Assist Council in considering options for implementing additional objectives from the 2018 Comprehensive Plan (Town Plan)
- ~~Assist Council to develop funding options for the City's requirements for the 2021 NW Military Highway MPO water line relocation project~~
- Review and update the City Emergency Management Plan with experience from Winter Storm Uri event
- ~~Consider adopting an Emergency Management Policy to guide staffing emergency responses~~
- Assess required FEMA mandated NIMS certifications; develop a training plan for certain staff positions
- ~~Consider City entering into additional fuel agreements to provide multiple fuel resources during emergency~~
- Conduct an annual Emergency Operations Center training & familiarization drill

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

- Continue to provide quality City presentations
- Consistently enforce ordinances and policies
- Coordinate with San Antonio to complete the sidewalks (Hike and Bike trail) from Huebner Road north along Lockhill Selma to connect with N. Loop 1604 as well as options to connect to the Salado Creek Trail System
- Review contracts /professional services and request RFQs/RFPs as appropriate
- Maintain Tree City USA recognition
- Maintain Scenic City recognition
- Provide effective Staff planning and support to the City Sponsored events
- Participate in 2023~~2~~ ChildSafe Cardboard Kids program to promote child abuse awareness in Bexar County
- Renovate rear Council Chambers conference room to improve its professional presentation
- Improve acoustics and lighting of Council Chambers

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

- Improve the accessibility of City communications by growing digital presence
- Continue City participation in Multi-State Information Sharing & Analysis Center (MS-ISAC)
- Renew cloud email security service licenses
- Renew firewall licenses

- Complete Cybersecurity Awareness Training
- Renew web traffic security licenses
- ~~Upgrade primary server~~
- ~~Upgrade worst performing 2014 purchased computers~~
- ~~Upgrade Building City Hall video camera system~~
- ~~Initiate 2-year migration of the City's Official Website and other domains to a .GOV top-level domain administered by the Centers for Internet Security~~
- ~~Improve Security Information and Event Management~~
- ~~Improve Water System SCADA cybersecurity~~
- Expand ~~Create~~ "Cyber Guardian" award for employees for outstanding cybersecurity actions taken during normal work duties to include a quarterly Cyber Guardian Chow award
- ~~Purchase texting service to allow residents to text the City for information, request services, and expand City digital communications with text notifications~~
- Replace server room air conditioning unit
- Upgrade email server
- Upgrade City phone service from legacy Toshiba to an on-premise Avaya Voice-over-IP system
- Adopt a compromised password detection application for City accounts
- Improve City backups & control rising costs with purchase of Backup and Disaster Recovery appliance
- Replace Intern PC

ADMINISTRATION PERFORMANCE MEASURES:

Description:	Actual FY19-20	Actual FY20-21	Projected FY21-22	Target FY22-23
<i>Strategic Goal - Provide excellent municipal services while anticipating future requirements.</i>				
<i>Department Goal - Conduct effective master planning to posture the City now and for the future.</i>				
# of Public Meetings Held	44	43	48	44
<i>Strategic Goal - Promote effective communications and outreach with citizens.</i>				
<i>Department Goal - Effectively communicate with residents, businesses, visitors and others.</i>				
Average # of Monthly Unique City Website Visitors	Not measured	Not measured	2,185 per month	2,100 per month
<i>Department Goal - Provide exceptional customer service and effective administration of services.</i>				
# of New Employees Onboarded	9	6	10	5
<i>Strategic Goal - Preserve City property values, protect fiscal resources and maintain fiscal discipline.</i>				
<i>Department Goal - Efficiently use & protect fiscal resources through sound financial practices.</i>				
City Maintenance & Operation Budget:				
Per Capita (Census Bureau)	\$1,351.02	\$1,341.94	\$1,432.45	\$1,435.00
Per Property (BCAD)	\$2,560.73	\$2,578.70	\$2,753.36	\$2,750.00
Tax Rate (per \$100 valuation)	\$0.287742	\$0.287742	\$0.287742	\$0.297742
% of General Fund Fund Balance	42.14%	42.08%	42.00%	44.00%
<i>Strategic Goal - Maintain excellent infrastructure (buildings, streets and utilities)</i>				
<i>Department Goal - Ensure the City IT infrastructure facilitates efficient work and communications and is hardened to cyber threats</i>				
Cybersecurity Awareness Training compliance	100%	97%	100%	100%

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

Municipal Court – 602

Color Code Gold



Mission Statement

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

Goals:

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

Objectives:

- Accurately process payments
- Attend 12 hours of continuing education to maintain Level II Court Clerk Certification (Court Clerk) and Level I Court Clerk Certification (back up Court Clerk)
- Update Standard Operating Process Manual
- Continue to pProvide ~~new~~ Judge and Alternative Judge with the required annual 16 hours of judicial education ~~within one year of taking office~~
- ~~Develop a formal Municipal Court security plan, in conjunction with Shavano Park Police Department, for consistent use and application during official Court proceedings~~
- ~~Under guidance of newly appointed Judge, research and consider options for virtual official Court proceedings~~
- Reevaluate the plan to harden the windows and walls to increase security in the Court Clerk's office to maximize the available funding

MUNICIPAL COURT PERFORMANCE MEASURES:

Description:	Actual FY18-19	Actual FY19-20	Actual FY20-21	Projected FY21-22	Target FY22-23
<i>Strategic Goal - Provide excellent municipal services while anticipating future requirements.</i>					
<i>Strategic Goal - Protect & provide a city-wide, safe and secure environment.</i>					
<i>Department Goal - Prompt & accurate processing of Class C misdemeanor charges & fine collections.</i>					
Citations Resolved	1,424	1,128	1,321	1,500	1,500
Warrants Issued	433	269	302	600	500
Warrants Cleared	494	657	407	440	550
Warrant Fines & Fees Collected	\$ 105,266	\$ 97,176	\$ 97,396	\$ 97,500	\$ 100,000
Total Revenue Received	\$ 163,297	\$ 138,415	\$ 175,361	\$ 173,080	\$ 175,450
Total Expenditures	\$ 89,633	\$ 95,890	\$ 95,990	\$ 101,391	\$ 159,800

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

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

Fire Department – 604

Color Code Red



Mission Statement

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

Goals:

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

Objectives:

- Effectively communicate the Department's mission and vision to employees, partners and stakeholders
- Recognize and scale to changing budgetary, fiscal, and regulatory conditions
- Seek to improve operational efficiency and effectiveness by shaping, enhancing, and adapting to changing circumstances
- ~~Seek to maintain / improve our current ISO rating of 2~~
- Cultivate and strengthen relationships with stakeholders, governing bodies, and our customers
- Foster a culture that emphasizes and enhances employee health and safety
- Promote a highly motivated and well-trained workforce
- Strive to complete the Texas Best Practice program
- Strive to maintain an average response time under 4 minutes
- Investigate options for a long-term cancer screening plan for fire fighters
- ~~Reorganize the rank structure to include Battalion Chiefs for improved ISO credit~~
- ~~Develop a plan to house female firefighter for future hiring possibilities~~
- Continue compliance and code enforcement of tree ordinance
- Purchase backup generator to power FD Offices
- Develop/implement commendation program for fire personnel
- ~~Purchase two cardiac monitor/defibrillators to replace end of service life devices on both medic units~~
- ~~Purchase Autopulse CPR equipment to replace end of service life devices on both medic units~~
- ~~Purchase Amkus rescue tools (jaws of life), to replace the equipment that has reached the end of~~

service life

- Develop a plan to replace fitness equipment purchased by employees
- ~~Purchase additional bunker gear (eight sets) to complete outfitting every firefighter with a second set of bunker gear~~
- ~~Purchase two tablet replacements for older laptops~~
- Pursue becoming a Medicaid approved provider creating additional funding for EMS responses
- Remodel dorms to house female firefighter for future hiring possibilities
- Purchase/replace mattresses and two couches in day room for on duty crew
- Replace both entry doors to barracks
- Purchase a new treadmill for station
- Reprogram truck mounted radios to work un upgraded radio system
- Co-purchase w/Police Department drug incinerator to use to dispose of expired medications for EMS
- Purchase 2 tablet replacements for oldest laptops
- Purchase replacement Fire Captain-PC
- Installation of new security cameras

FIRE & EMS PERFORMANCE MEASURES:				
Description:	Actual FY19-20	Actual FY20-21	To date FY21-22	Target FY22-23
<i>Strategic Goal - Protect and provide a city-wide safe and secure environment.</i>				
<i>Department Goal - Provide an effective Emergency Medical Service system.</i>				
<i>Department Goal - Provide an effective Fire Suppression & Prevention program.</i>				
Overall Average Response Time (Minutes)	4:48	4:42	4:41	4:00
Total Number of EMS Responses	429	455	183	500
Number of EMS Transports	213	235	110	275
Number of Fire Calls for Service	383	566	163	500
Total Number of Responses	812	1,021	346	1,000

Public Works Department – 603

Color Code Dark Green

Mission Statement

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

Goals:

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

Objectives:

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

- ~~Implement~~ Continue the annual tree maintenance program for city grounds around City Hall (Municipal Tract)
- Continue to provide ground maintenance activities for the City Hall building, walking trails, pavilion, playgrounds, garden areas and islands throughout Shavano Park as well as maintain the integrity of the monuments throughout the City
- Maintain current aesthetics for landscaping around the NW Military Highway, Lockhill Selma and DeZavala monuments
- ~~Provide ground maintenance for trails within the City (Muni Tract, Lockhill Selma to Willow Wood, Loop 1604 access Rd to Salado Trailhead, Cliffside to Salado Creek)~~
- Maintain or contract services to provide landscape maintenance of city hall garden areas and the Lockhill Selma medians

Maintain excellent transportation infrastructure (street repairs and transportation maintenance)

- Complete engineer planning for Phase I Street Maintenance Program; compete contract; and initiate reconstruction of streets identified in Phase I
- Complete engineer planning for DeZavala Drainage and Road Improvement Project; pending Federal funding compete contract; and initiate reconstruction of streets identified in Phase I
- During major road construction, ensure traffic control plan is implement safely
- Continue to implement asphalt preservation applications west side of NW Military from DeZavala

to S. Warbler (~~Estates~~ [Shavano Creek and major arterials](#)); application includes crack seal to assist in maintaining pavement conditions

- Complete street evaluations for the streets ~~with cul-de-sacs~~ ([northwest quadrant](#))
- ~~Consider options for street repairs based upon the 2021 street assessment and begin engineer and funding planning as needed~~
- ~~Continue to partner with TxDOT to provide a clean right of way (ROW) along NW Military Hwy, an improved State highway and safer traffic flow~~ [Continue communications with TxDOT and Contractor as NW Military project continues](#)
- ~~Encourage~~ [Continue to promote](#) the use of the new online form, a pothole repair program, create a form to be available and submitted online
- Initiate additional online forms for street and transportation maintenance (i.e., street signs, and speed bumps)
- [Continue to support](#) TxDOT and Contractor with the widening of NW Military Hwy project
- ~~Complete the relocation and improvements to portions of the water mains on NW Military for MPO project~~

Maintain excellent building facilities and work for energy efficiency

- ~~Continue to investigate energy efficient ideas to help ensure City facilities are energy efficient~~
- Clean City Hall floor surfaces ~~yearly~~ [annually](#)
- [Continue](#) replacing [aging](#) ~~additional~~ HVAC units ~~for~~ [at](#) City Hall as required
- [Install a key fob system to secure the public works building while all staff are out working](#)
- ~~Routinely clean and maintain City pavilion, playgrounds, and walking trails~~

Improve employee proficiency to include educational training and development opportunities.

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

Mitigate storm water runoff (improve drainage culverts and infrastructure)

- Conduct brush clearing projects as needed and within capability to improve storm water drainage
- Storm Drainage – continue the cleaning of existing culverts and bridge crossings
- Assess the implementation of the previously approved prioritized plan to address City drainage issues; revise the plan and implement as it is feasible
- Assist KFW with design for the next phase of the Municipal Tract / Ripple Creek / DeZavala drainage project
- ~~Provide maintenance of our storm water system, including inlets and channels, ensuring proper drainage into our watersheds to include brush clearing projects~~

- Assess/Implement any TxDOT off system bridge inspection recommendations provided from engineer inspection – Inspection services provided by TxDOT

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

- Continue to provide assistance to CPS / AT&T during the utility pole replacement during 2022~~1~~/2023~~2~~
- ~~• Provide locates in a timely manner to lessen risk of utilities being damaged~~
- Coordinate as required with other service providers (City Public Service, San Antonio Water System, Bexar County, Cable providers, etc.)

Provide excellent municipal services while anticipating future requirements

- Respond in a ~~prompt~~ timely manner to earn the trust of residents
- Continue to implement Winter Storm Uri infrastructure recommendations as ~~appropriate~~ needed
- ~~• Consider Purchase of Sand Spreader~~
- Replace 2 service trucks with a stake body truck and utility truck
- ~~• Research and Consider Purchase/Lease of Medium Gasoline Fuel Tank~~
- ~~• Refine and improve the capital equipment schedule~~
- Assess Public Works requirements vs. resources for consideration of organizational structure / personnel change/ contracting arrangements for presentation to City Manager / Council
- ~~Assess~~ Extend the covered parking need for equipment and the available room within the yard
- Replace the hotsy pressure washer

PUBLIC WORKS PERFORMANCE MEASURES:

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

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

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

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

Police Department – 605



Mission Statement

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

Goals:

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

Objectives:

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

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

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

- Improve citizen/officer interaction through increasing public contact by use of various social media and web opportunities
- Publish monthly crime ~~update~~ **statistics in newsletter**
- **More proactive use of Neighborhood Crime Watch and i-Info email systems**
- **Publish weekly crime blotters to increase community awareness**
- **Conduct citizen awareness courses in Self-Defense and Active Shooter environments**

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

- ~~• Purchase new, more efficient and dependable patrol car and body camera system from new provider~~
- ~~• Purchase of 5 BolaWrap Remote Restraint Devices~~
- ~~• Implement Winter Storm Uri infrastructure recommendations as appropriate~~
- **Implement a secondary vehicle access gate for emergency ingress/egress when needed as part of Winter Storm Uri recommendation (\$18,000)**
- ~~• Upgrade Building City Hall video camera system~~
- Assess emerging technology for officer safety and efficiency
- **Purchase and implement a Drone program to aid the police department in enhancing investigations and to benefit the city as a whole as a multi-purpose tool with various community projects (\$11,000 Donations)**
- ~~• Obtain re-accreditation with Texas Best Practices Program~~
- **Purchase and install an internal De-Humidifier system to reduce interior humidity rates, improve employee wellness while maintaining manpower efficiency, and ensure the protection of perishable evidence (\$18,000)**
- **Purchase a compact drug incinerator for combined use between the police and fire departments in order to allow for the destruction of court ordered or expired narcotics. (\$5500/2=\$2350 per department)**
- **Improve Police video upload capability in parking lot**

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

- Continue to assess staffing needs within the Police Department
- Effectively provide the staff with quality in-service and external training opportunities
- Continue to pursue grant opportunities
- ~~• Upgrade worst performing 2014 purchased computers~~
- ~~• Purchase 14 patrol rifles and associated gear for all sworn staff~~
- **Purchase of two replacement patrol vehicles (\$130,000)**
- **Implement dedicated Criminal Investigations file storage and backup system (\$8500)**

POLICE DEPARTMENT PERFORMANCE MEASURES:

Description:	Calendar Year	Calendar Year	Calendar Year	Target
	2019	2020	2021	Calendar Year 2022
Non-Criminal Calls	2,175	1,813	1,890	2,000
Response Time	3.5 minutes	3.5 minutes	3:05	< 3 minutes
Traffic Contacts	3,272	1,917	3,512	4,000
Criminal Offense Cases	140	208	250	250
Number of patrol officers per 1,000 population	3.69	3.69	3.69	3.69

Water Utility Department – 606

Color Code [Light Blue](#)

Mission Statement

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

Goals:

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

Objectives:

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

- Maintain 100% compliance of all State and Federal regulations and laws associated with a water system
- Maintain a Superior Water System Rating and investigate and research requirements to obtain an Outstanding Water System rating
- Ensure State requirements are met by having a minimum of ~~3~~ 2 Class C groundwater operators ~~and 2 Class D water operators~~ within the Water Department
- Educate the public while implementing the backflow prevention program approved by Council in accordance with an appropriate strategy
- Maintain accurate records of Reduced Pressure Backflow Prevention Device testing per residence / connection for compliance with City ordinance and TCEQ requirements
- Develop Pre-Scripted Public Info Messages

Resource and maintain appropriate equipment and assets

- Maintain sufficient money in reserve to handle emergencies, and provide a cushion for low water consumption years
- Annually re-evaluate adequacy of Edwards water rights and resources
- [Continue to](#) implement Winter Storm Uri infrastructure recommendations as appropriate

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

Improve employee quality to include educational training and development opportunities.

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

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

- Continue with corrective action on dead end main issues to lessen flushing and reduce loss ratio rate
- Work with TxDOT during construction of NW Military to avoid any additional issues or concerns with the water system infrastructure
- Identify cul-de-sac dead end mains, including gross cost estimate for each and prioritization for addressing. Complete remediation of at least one such dead end main each year until all resolved
- Stay current on new and proposed TCEQ water system requirements
- Propose updates for Shavano Park Ordinances to meet all TCEQ and pertinent Edwards Aquifer Authority requirements
- Achieve annual water loss of less than 57%
- Respond to all water system complaints within one service day. Provide summary of complaints and resolutions to Water Advisory Committee

- Create a communication plan to help disperse information to residents, to lessen the number of calls (Road Runner Articles, Frequently Asked Questions on website)
- Provide adequate maintenance for all fire hydrants to include installation of valves if necessary and/or raise to proper height for Fire Department access
- Consider outsourcing printing water utility bills
- ~~Televisive and investigate options of some or all wells not in production, evaluate possibilities to place back in production or plug. (Wells #3, and #4)~~
- ~~Assess and maintain all inactive wells to prevent freezing~~
- Initiate assessments of sanitary sewer easements or obtain variance for all active wells (#5, 6, 7, 8)

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

- Develop and execute a fiscally responsible budget that meets mission requirements
- Update the capital equipment replacement schedule. (Water system, pumps, motors, VFD's, water mains, and hydrants)
- Maintain quality of new SCADA system and entire water system as changes and repairs are accomplished
- **Reactive Well #1 adding additional support to the ground storage tank at Shavano to efficiently run both booster pumps**
- **Replace all long services on the old Shavano Park side in preparation for the street bond program**
- **Extend and reroute water mains and services in cul de sacs to prepare for street bond program**
- **Continue to evaluate water system isolation valves and develop recommendations**

WATER UTILITY FUND PERFORMANCE MEASURES:

Description:	Actual FY19-20	Actual FY20-21	Projected FY21-22	Target FY22-23
<i>Strategic Goal - Maintain excellent infrastructure.</i>				
<i>Department Goal - Resource and maintain appropriate equipment and assets.</i>				
<i>Department Goal - Improve water system functions to achieve an efficient operation level & meet state requirements.</i>				
Number of Cellular Water Meters:				
Installed	67	188	457	0
Repaired	N/A	N/A	6	<10
Number of Fire Hydrants not in Compliance	N/A	10	4	8
Percentage of Backflow Devices in Compliance	N/A	3%	3%	5%
Number of Main Valves Exercised	N/A	30	40	45
Lost Water Ratio	4.03%	8.91%	9.10%	5.00%

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

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: 5.4

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Presentation / discussion – Budget basics – Finance Director

Attachments for Reference:

Hard Copies provided at workshop

BACKGROUND / HISTORY:

DISCUSSION:

Budget binders will be passed out at the meeting with information regarding budget basics, chart of accounts and historical data. Throughout the budget process, you will receive additional information which will be added to your binders.

COURSES OF ACTION: N/A

FINANCIAL IMPACT: None specific to this discussion.

MOTION REQUESTED: N/A

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: 5.5

Prepared by: Brenda Morey

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Presentation / discussion - FY 2022-23 Budget Calendar – City Manager/ Finance Director

Attachments for Reference:

a) Proposed FY 2022-23 Budget Calendar

BACKGROUND / HISTORY: Staff drafted the FY 2022-23 Budget Calendar to allow Council and Staff to arrange their schedules for the required meetings over the next several months. With the City Manager’s anticipated annual leave scheduled for May 28 – June 8, the City will begin the budget process a bit earlier this year than we have in the past.

DISCUSSION: Attached is the Proposed FY 2022-23 Budget Calendar. **Updates highlighted in yellow.**

Council should consider the proposed budget calendar meeting schedule and provide guidance.

At the April 25th meeting, Council considered the proposed budget calendar meeting schedule and approved the dates for the first two budget workshops (Wednesday, May 25th at 5:00 pm and Wednesday, June 15th at 5:00 pm).

At the May 25th meeting, Council considered the proposed budget calendar meeting schedule and accepted calendar as presented.

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

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

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

Note: Staff intends to present the budget as early as possible. Considering the certified tax rolls are not provided to the City until approximately July 25th (last year the certified rolls were provided on July 24th) and the No-New-Revenue, Voter-Approval and Deminimis tax rates are not provided until after that date (City received calculations on July 30th) – presenting the record City Manager budget is not scheduled until August 4th.

Staff again received a request from the Bexar County Tax Assessor – Collector’s office to submit the City’s approved tax rates by September 20th. Staff has prepared an administrative ordinance for the June 27th Council Meeting to permanently move the September meeting one week earlier to accommodate the Bexar County Tax Assessor’s Office for timely preparation and mailing of the tax bills on October 1. This schedule anticipates scheduling a special City Council meeting on September 12th for the first reading of the budget/public hearing.

COURSES OF ACTION:

- 1.) Review the remainder of the proposed dates and highlight any with possible conflicts. Confirm Monday, June 27th (if necessary – before Council meeting, 4:30pm), Wednesday, July 13th or 20th at 5:00pm, Thursday, August 4th at 5:30pm, Wednesday, August 10th at 5:30pm.
- 2.) Accept the Budget Calendar as submitted or provide further guidance for remainder of the Budget Calendar

FINANCIAL IMPACT: N/A

MOTION REQUESTED:

Confirm if budget workshop is necessary before Council meeting, 4:30pm Monday, June 27th
Confirm if budget workshop in July will be on Wednesday, July 13th or 20th at 5:00pm

CITY OF SHAVANO PARK

PROPOSED BUDGET CALENDAR FOR FY 2022-23

2022

*****Planning*****

Monday 11 April	Water Advisory Committee Meeting – Brief Water Utility FY23 Goals & Objectives
20 - 29 April	Receive Preliminary Property Tax Report; pass to Council
2 – 6 May	Department Budget Meetings with General Fund Departments - FY 2022 -23 Goals, Objectives, Unfunded Requirements
Monday 9 May	Water Advisory Committee FY 2022-23 Goals and Objectives, Revenues
Wednesday 25 May	Council Workshop 5:00pm – Set Initial Goals, Objectives, and Budget Guidance (earlier than in past – CM annual leave May 28-June 8)

*****Preparation*****

Monday 13 June	Water Advisory Committee Meeting / Budget Workshop (Expenses, G&O)
13-24 June	Prepare Revenues for Preliminary Budget
15 June	Council Workshop 5pm – Budget Basics and Staff Analysis of Council Objectives
Monday 27 June	Council Workshop (if necessary) – Topic TBD (before regular City Council meeting – 4:30pm)
Monday 11 July	Water Advisory Committee Meeting - Budget Workshop - Recommendation of initial Water Utility Fund Budget
Wednesday 13 or 20 July	Budget Work Shop 5:00pm – Capital Replacement Funds; Expense Estimates
25 July	Bexar County Appraisal District Provides Certified Tax Roll; pass to Council
~ July 25 - August 5	Bexar County Tax Assessor Collector Calculates & Provides No-New-Revenue, Voter-Approval and Deminimis Tax Rates
Thursday 4 August	Special Council Meeting 5:30pm - <ul style="list-style-type: none"> - City Manager Submits Proposed FY 2022-23 Budget (No anticipated Council action) - Receive No-New-Revenue, Voter-Approval and Deminimis Tax Rate Calculations
Wednesday 10 August	Special Council Meeting / Workshop 5:30pm <ul style="list-style-type: none"> - Discuss tax rate; if proposed tax rate will exceed the No-New-Revenue Rate, take record vote and schedule Public Hearing.

*****Review*****

Tuesday 16 August	Special Council Budget Workshop 5:30pm
Monday 22 August	Budget Work Shop 5:30pm / Regular Council Meeting
Wednesday 24/31 August	Publication - Notice of Budget Hearing (publication - one date only)

Wednesday, 31 August or
7 September

Publication - Notice of 2022 Tax Year Proposed Tax Rate (No-New-Revenue, Voter-Approval, Deminimis) (publication – one date only)

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

Monday 12 September

- Special Council Meeting 6:30pm –
- 1st Reading of Budget/Public Hearing
 - Announce meeting to adopt tax rate.

Monday 19 September

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

CITY COUNCIL STAFF SUMMARY

Meeting Date: June 15, 2022

Agenda item: 5.6

Prepared by: Curtis Leeth

Reviewed by: Bill Hill

AGENDA ITEM DESCRIPTION:

Presentation / discussion - 2022 Risk Assessment - City Manager / Directors

x **Attachments for Reference:** 1) 5.6a 2022 Risk Assessment

BACKGROUND / HISTORY:

In the Fiscal Year 2021 - 2022 Budget the City Council established a Budget Objective to “Conduct risk assessments for all departments.”

DISCUSSION:

All Departments submitted their risk assessments to the City Manager between April 27 and May 13. All Departments used the same scale factor that combines the probability of the risk and the impact of the risk if it occurred. A standardized impact scale was also used.

RISK REGISTER SCALE

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

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

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

FINANCIAL IMPACT: N/A

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

RISK REGISTER SCALE

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

IMPACT

KEY

Impact Level

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

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Fire Department

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

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Police Department

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

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Public Works & Water Department

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Water Main Breaks (Distribution)	Residents could loose water pressure/not enough water for structure fire	3	2	6	Replace water mains as they age. Properly backfill around them. Locate to the best of our ability for constructors	PW/W Staff
Water Main Breaks (Transmission)	Water Tower emptied within 10 mins. Loss of water pressure	5	1	5	Verify the locates; ensure clearly marked; test hole the main if need be; closely monitor contractors working near	PW/W Staff
Driving/Operating vehicles & trailers; changing lanes; pulling into traffic; backing up	Minor to major accidents; loss / damage of property; possible personnel injuries	2	2	4	Instill discipline into the operators; conduct appropriate training (backing up trailers, defensive driving for pulling trailers); Safety Through Thorough Operating Procedures (STTOP)	PW/W Staff
While operating Heavy Equipment (Backhoe, Mini Excavator, skid steer, rock saws); equipment roll over or accident with personnel / vehicles	Minor to major accidents; loss / damage of property; possible personnel injuries	4	2	8	Annual Training	PW/W Staff
Water usage exceeds resupply during electrical power lost at Water Facilities	Elevated Water Tank fall below required levels resulting in loss of water pressure and boil water notices	3	2	6	Crews will be called in, drive shafts need to be operational; Add generators to critical facilities/ open communications with CPS	PW/W Staff
Severe Inclement Weather (Hot or Cold) resulting in City-wide declared state of emergency for extended periods	Unsafe road conditions; civil unrest; crime; loss of municipal services	5	1	5	Stockpile select resources in advance; develop policies to mitigate	PW/W Staff
Water Quality / Contamination of primary water sources (Wells 7 & 8)	Loss of use of Wells; Loss of ability for City to provide water; Boil Water Notice	5	1	5	Protect and test water source; ensure Well sites are physically highly secured.	PW/W Staff
Errors in Water Meter Billing Accuracy either equipment of personnel	Lost revenue/ residents lose trust in the department	1	3	3	Develop billing quality control review system; pay attention to details / human error/ write legibly	PWD/Office Manager
Unauthorized access to PW / Water Facilities by criminal actors	Theft or sabotage of equipment/ access to network/ computers/scada	2	2	4	Add a key phob system to secure the office/doors automatically lock upon exit	PW/W Staff

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Finance & AdminHR

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

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Information Technology

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Cyber Attack (Ransomware)	Disruption to Operations for 1-2 Business Days	1	4	4	Maintain robust backups; Continued Cybersecurity Hardening, Training, Team-Building Efforts	Assistant to the City Manager
Cyber Attack (Financial Theft)	Theft of Public Monies	3	2	6	Maintain strict Financial Controls; Continued Cybersecurity Hardening, Training, Team-Building Efforts	Assistant to the City Manager
Cyber Attack (Data Exfiltration)	Damaing release of PII, HIPAA, CJIS data	3	4	12	Maintain TML Cyber Insurance; Continued Cybersecurity Hardening, Training, Team-Building Efforts	Assistant to the City Manager
Cyber Attack (Water System)	SCADA downtime, manual 24/7 running of water system	4	2	8	Fully Isolate Water SCADA from City Network; Continued Cybersecurity Efforts	Assistant to the City Manager
Server Room Environmental Control Failure	Significant Damage to Servers and Network	5	3	15	Replace Server Room AC (FY23 Budget Obj); Monitoring System (Done)	Assistant to the City Manager
Cyber Attack (Backups Compromised)	Permanant loss of City digital records without ransom payment. Potential data corruption.	5	2	10	Create offline backups of databases	Assistant to the City Manager

CITY OF SHAVANO PARK 2022 RISK ASSESSMENT - Municipal Court

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
Disgruntled defendant assaults Judge/Court Staff	Injury/death, increased requirements of other City staff, decrease morale, media coverage	5	1	5	SPPD's Court Security Plan, employee training/awareness, harden Court office	SPPD, Administration, Court
Judge's guilty ruling appealed to next level	Not Court of Record, loss of revenue; requirement to prosecute the case at County Court;	3	2	6	Become Court of Record	Administration, Court
Judge ruling contrary to stated statutes	Loss of professional reputation, potential revenue loss	3	1	3	Highly qualified individuals filling roles of judge and back up judge, supported by	Administration, Court
Court Clerk does not act in accordance with Judge's Standing Orders	Loss of professional reputation, potential revenue loss	3	1	3	Qualified/trained/highly ethical employees, Judge has final sign-off on all cases	Administration, Court
Court Clerk incorrectly records receipt of City funds	Misstated financial statements	3	1	3	Qualified/trained employees, Finance Director detailed review of monthly financials	Finance Director