

**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 CoSP, Texas will conduct Workshop Meeting on Wednesday, June 12, 2019 at 5:00 p.m. at 900 Saddletree Court, Shavano Park City Council Chambers for the purpose of considering the following agenda:**

**1. CALL MEETING TO ORDER**

**2. PLEDGE OF ALLEGIANCE AND INVOCATION**

**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. Presentation / discussion - Budget Development Assumptions - Finance Director**
- 5.2. Presentation / discussion - Staff Goals, Objectives and City Council guidance for FY 2019-20 budget - City Manager / Directors**
- 5.3. Presentation / discussion - Council Goals, Objectives and City Council guidance for FY 2019-20 budget - Council**
- 5.4. Presentation / discussion - Review of Budget Calendar - Finance Director**

## **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 210-493-3478 x240 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 5th day of June 2019 at 2:45 p.m.

**Zina Tedford**  
**City Secretary**

## CITY COUNCIL STAFF SUMMARY

Meeting Date: June 12, 2019

Agenda item: 5.1

Prepared by: Brenda Morey

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

Discussion / action - Budget Development Assumptions - Finance Director

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**Attachments for Reference:**

1) Initial Budget Development Assumptions

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### **BACKGROUND / HISTORY:**

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

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### **DISCUSSION:**

Assumptions developed early on assist staff in developing the proposed budget. For example, an assumption may be that employee compensation may increase by 3% or that employee insurance premiums may increase by 10 %. The actual rates may not be determined until after the City Manager proposes the initial budget. Should Council want to lower the tax rate, then the development of an assumed amount (target) may be helpful. The ability to do this would ultimately come down to balancing resource requirements with projected revenues.

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

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**COURSES OF ACTION:** 1) Review assumptions and provide any guidance or revisions

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**FINANCIAL IMPACT:** N/A

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

# 5.1 BUDGET ASSUMPTIONS



- Quality of City services will remain at existing levels with incremental improvements
- Staffing will not exceed existing levels (51)
- Current expenditures will not exceed current revenues (balanced budget)
  - Health Care costs to increase approximately 3.5%. Increase in City contribution will match percentage increase in premium costs, monthly increase of \$19 from \$553 to \$572 per employee. Total \$11,200.
  - Compensation increase ~3.0% - 4.0%, to be determined June 24
  - The City's TMRS contribution will equal or exceed the full rate, currently 13.95% (CY2020 rate 13.49%)
- The City will efficiently use and protect Fiscal Resources
- The City will maintain a reserve of approx. 50% in the GF (~\$2.7 M / FY 2018-19)

# 5.1 BUDGET ASSUMPTIONS



- Unassigned fund balance should be used for emergencies, one-time expenditures
- Excess Debt Service Fund fund balance will continue to be used to pay down debt over the next (three) years
- The scheduled yearly contribution to the Capital Replacement Fund used for future capital purchases will be fully funded (or funded to targeted amount - not to exceed requirements of a reduced tax rate, the current tax rate, the effective tax rate, or the rollback rates?)
- The overall tax rate will not increase. (not to exceed requirements of a reduced tax rate, the current tax rate, the effective tax rate, or the rollback rates?)
- Permit and Franchise Fee Revenues will decrease (Estimates TBD'ed)

## CITY COUNCIL STAFF SUMMARY

Meeting Date: 6-12-19

Agenda item: 5.2 / 5.3

Prepared by: Bill Hill

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

**5.2 Presentation / discussion – Staff Goals, Objectives and City Council guidance for FY 2019-20 budget - City Manager / Directors**

**5.3 Presentation / discussion - Council Goals, Objectives and City Council guidance for FY 2019-20 budget - Council**

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

- 1) Staff Draft FY 2019-20 Goals and Objectives
- 2) Council Draft FY 2019-20 Goals and Objectives

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**BACKGROUND / HISTORY:** During the budget development process in the past five years, City Council has prepared Goals and Objectives that inform and shape the budget. For the past few years, City Council selected eight strategic goals 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.

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**DISCUSSION:** Staff has worked a draft listing of FY 2019-20 departmental goals and objectives by department (Attachment 1). Council should review these listings of goals and objectives as a starting point for adopting some of the Staff objectives as Council 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 2). 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).

NOTE: Within the draft staff objectives, Directors submitted a number of objectives which still 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.

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.

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**COURSES OF ACTION:** Revise and add to the draft FY 2019-20 goals and objectives as appropriate.

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

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

# Administration Department – 601

## Goals:

- Effectively communicate with residents, businesses, visitors and other stakeholders
- Provide exceptional customer service and effective administration of services
- Efficiently use and protect fiscal resources through sound financial practices
- Conduct effective master planning to posture the City now and for the future
- Provide planning, research, and support to City Staff and Council
- Upgrade City IT infrastructure in coordination with IT contractor

## Objectives:

### Effectively communicate with residents, businesses, visitors and other stakeholders

- Maintain an informative, ~~and~~ effective, and user-friendly website
- Survey Shavano Park businesses concerning City services; Update Business Directory
- Continue implementation of the City Communications Plan
- Develop an internal publications policy
- Post select 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
- ~~Conduct a~~ Review and update the Employee Handbook as needed
- ~~Assess and consider options for H/R responsibilities~~
- Provide training and professional development opportunities to staff
- ~~Investigate~~ Implement an emergency power supply (generators) for City ~~Hall buildings and water system~~
- Implement a plan to harden the windows and the walls of the permit clerk/receptionist's office and the administrative office entryway to increase security in the office, in coordination with the Municipal Court.

### Efficiently use and protect fiscal resources through sound financial practices

- Provide City Council and Staff with timely, accurate financial information
- Earn the Texas Comptroller Transparency Award for Traditional Finances
- Earn Government Finance Officers Association Distinguished Budget Presentation Award
- Complete the City's ~~FY18~~ FY19 annual financial audit with no audit adjustments



### 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 the proposed 2018 comprehensive plan (Town Plan)
- Complete assessment of city requirements for 2020 NW Military Highway MPO project and develop funding options.

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

- Continue to provide quality City presentations
- Consistently Enforce ordinances / and policies consistently
- Continue work to complete the sidewalks (Hike and Bike trail) north from along Lockhill Selma to 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 four City Sponsored events
- Install a water softener and hot water heater to service the admin kitchen and bathrooms
- Participate in 2019 2020 ChildSafe Cardboard Kids program to promote child abuse awareness in Bexar County and challenge other Bexar County municipalities to do so as well.

### Maintain City IT infrastructure in coordination with IT contractor

- Improve the accessibility of City communications by growing digital presence
- ~~• Transition new City IT Managed Services Provider effectively with no disruption~~
- ~~• Implement improved backup system utilizing network backups, cloud backups and offline backups~~
- ~~• Analyze City endpoint security software and implement improved solutions~~
- ~~• Conduct Phishing Campaign Assessment through Department of Homeland Security~~
- ~~• Consider performing a Cyber Resilience Review through Department of Homeland Security~~
- ~~• Assistant to the City Manager and Public Works Director join FBI InfraGard~~
- Continue City participation in Multi-State Information Sharing & Analysis Center (MS-ISAC)
- ~~• Increase City internet bandwidth from 50MB to 100MB~~
- ~~• Engineer plans for replacement of City Fiber conduit under NW Military~~
- Migrate to SQL 2017 Standard for INCODE and Police RMS databases
- Relocate communications conduit under NW Military Highway before June 2020 TxDOT deadline
- Transition Windows 7 computers to Windows 10 to ensure network security due to Windows 7's January 14, 2020 end of support
- Renew cloud email security service licenses
- Renew firewall licenses
- Re-compete the City's contract for internet & phone service
- Assess primary office printer
- Assess options and perform a cost/benefit analysis for digital and web-based permitting process

## Municipal Court – 602



### **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.
- 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](#)).
- ~~• Incorporate certification pay into the Court Clerk's compensation package for advanced training incentive and retention purposes~~
- Update Standard Operating Process Manual
- Implement a plan to harden the windows and the walls to increase security in the office ([pending progress – difficulty finding vendors, small project](#))
- Investigate and perform a cost/benefit analysis of the auto call/text feature through Incode for court date reminders.

## Fire Department - 604



### 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
- ~~• Begin the planning for the replacement of Engine 139B~~
- ~~• Purchase new self-contained breathing apparatus to replace expiring existing units~~
- Investigate options for a long-term cancer screening plan for fire fighters
- ~~• Increase minimum staff to include two Paramedics on duty at all times~~
- Initiate a training program to certify all existing firefighters as aerial apparatus operators
- ~~• Increase the minimum training requirements for shift fire officers~~
- 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/Replace extractor washing machine for firefighting gear
- Purchase backup generator to power FD Offices, and Truck bays
- Promote administrator to Captain/EMS Director
- Develop/implement commendation program for fire personnel
- Widen rear driveway to allow for better access of Ladder Truck to rear of truck bays

## Police Department - 605



### Mission Statement

The City of Shavano Park Police Department provides for the safety and security of the citizens and visitors of Shavano Park through the implementation of 24-hour proactive and customer-based policing across the City of Shavano Park jurisdiction in order that citizens, business owners and visitors may enjoy the peace and tranquility that the City offers.

### Goals:

- Effectively conduct Community-Oriented Policing to provide safety and security of the citizens and visitors of Shavano Park
- Provide proactive enforcement of traffic code, criminal statutes, and city ordinances
- Increase safety of citizens and officers through technology and training
- Reduce potential legal liabilities for City and employees by having a trained and prepared police force
- Publish and execute an annual training plan to increase professional development of employees, improve job performance, and mitigate safety hazards

### Objectives:

- ~~Reduce~~ Maintain crime rates across the City
- Maintain average police response times to less than 4 minutes
- Continue to assess manning needs for Police Department
- Purchase one desk computer for patrol crime reporting
- Replace 6 ticket writers and 1 ticket printer, (\$13,796)
- Change job title of "Police Secretary" to "Police Office Manager," to align with all that positions task
- ~~Purchase one replacement computer for Chief office~~
- ~~Replace MDTs in units 509, 511, 512 and 514~~
- ~~Replace one vehicle RADAR unit in fleet vehicles, bringing equipment in line with new fleet standards~~
- ~~Replace issued duty handguns through upgrade program~~
- ~~Add one night vision vehicle unit to current fleet~~
- ~~Add one hand held night vision unit~~
- Continue providing staff quality in-service and outside training opportunities
- Continue to seek positive methods for enhancing Community Policing
- Improve citizen/officer interaction through increasing public contact by use of various social media and web opportunities
- Assess emerging technology for officer safety and efficiency
- Publish monthly crime update
- Update 5 year historical crime assessment
- Continue to pursue grant opportunities

## Public Works Department – 603

### 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.)
- Maintain excellent transportation infrastructure (street repairs and transportation maintenance)
- Maintain excellent building facilities and work for energy efficiency
- Improve employee proficiency to include educational training and development opportunities
- Mitigate storm water runoff (improve drainage culverts and infrastructure)
- Maintain strategic 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 requirements

### Objectives:

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

- Implement a tree maintenance program around City Hall and ROW Islands (Ottawa Run, Warbler Way, End Gate, and Cliffside) ~~the triangle, islands (zero scape and trim trees), and 200 — 400 blocks of Cliffside properties.~~
- Continue to provide ground maintenance for the City Hall building, municipal tract, garden areas and islands throughout Shavano Park as well as maintain the integrity of the monuments throughout the City.
- Consider landscaping improvements to 1 or all 4 trees in front of City Hall in the concrete
- Implement options for landscaping around the NW Military Highway and DeZavala monuments
- Provide ground maintenance for trails within the City, clean up and improve the Salado Creek access point on Cliffside

#### Maintain excellent transportation infrastructure (street repairs and transportation maintenance)

- Implement asphalt preservation applications beginning on the east side of NW Military from Loop 1604 to De Zavala (including DeZavala). DeZavala to Cliffside. Applications include crack seal and fog seal to assist in maintaining pavement conditions within the City
- Restripe DeZavala and Lockhill Selma
- Provide a full street evaluation and propose a 5 to 10 year street maintenance program and consider future improvements.
- Partner with TxDOT to provide a clean right of way (ROW) along NW Military Hwy, an improved State highway and safer traffic flow
- Initiate a Pothole repair program, create a form to be available and submitted online
- Assess City infrastructure associated with the widening of NW Military and funding sources, continue with plans and preparation for construction in Fall 2020

#### 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
- Replace additional HVAC units for City Hall as required – (Original Equipment 2001)
- ~~Reconfigure Public Works yard install motorized gate and security fence~~
- ~~Extend building in yard for new equipment/trucks~~
- ~~Purchase a fuel tank to maintain emergency fuel capacity~~
- Consider and [Coordinate installation of larger septic tanks at City Hall/Bexar 911 facilities \(2020\)](#)
- ~~Install a new roof for City Hall~~

#### 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, [initiate lost accident tally board.](#)
- ~~Improve~~ [Continue](#) the preventative maintenance program for Public Works [vehicles equipment](#) to include daily, weekly and monthly checks
- [Continue preventative maintenance program with Case Equipment for all equipment.](#)
- Improve work order communication and efficiency with field staff

#### Mitigate storm water runoff (improve drainage culverts and infrastructure)

- Coordinate with City Engineer on drainage projects from KFW's study (2017)
- Conduct brush clearing projects as needed and within capability to improve storm water drainage. [\(Shavano Estates\)](#)
- Storm Drainage – Develop a plan and initiate the cleaning of existing culverts and bridge crossings
- ~~Complete Drainage plan culverts at Fawn Drive and Chimney Rock~~
- ~~Assess, make recommendations on phase II Drainage plan culverts and complete improvements based upon assessment for Windmill and Bent Oak~~
- Assess the implementation of the previously approved prioritized plan to address City drainage issues; revise the plan and implement as it is feasible
- [Assess the Preliminary Engineering Reports for Turkey Creek and Elm Spring/City Hall studies.](#)

#### 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 ~~2018/2019~~/[2020](#)
- Provide locates in a timely manner to ensure less risk of utilities being damaged
- Coordinate with TxDOT the utilities that will need relocated along NW Military prior to the MPO project start (Fall 2020) [\(Relocate City Hall to Fire Department fiber communications\)](#)
- Coordinate as required with other service providers (City Public Service, San Antonio Water System, Bexar County, Cable providers, etc.)
- ~~Continue to coordinate with AT&T and other providers on fiber / cable installation~~

#### Provide excellent municipal services while anticipating future requirements

- Respond in a prompt manner to earn the trust of residents
- Refine and improve the capital equipment schedule

- Assess Public Works requirements vs. resources for consideration of organizational structure / manning change or increased contracting arrangements for presentation to City Manager / Council
- ~~Purchase new skid steer~~
- ~~Purchase a mini excavator using excess funds and other from skid steer~~
- ~~Purchase a crew cab truck~~
- ~~Purchase a landscape trailer~~
- Replace 2001 chipper due to age with trade in values of existing chipper and undersized/underutilized smaller chipper.
- Replace 2012 gravelly mower with new grasshopper, reallocate gravelly mower to fire department.

## Water Utility Department - 606

### 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 initiate steps to achieve Outstanding rating~~
- Ensure State requirements are met by having all employees of the Water Department certified and licensed in groundwater operations
- Educate the public while implementing the backflow prevention program approved by Council in accordance with an appropriate strategy

### Resource and maintain appropriate equipment and assets

- Maintain enough money in reserve to handle emergencies, and cushion for low water consumption years (approx. \$500K)
- Annually re-evaluate adequacy of Edwards water rights and Trinity resources
- Continue to replace meters that have registered approximately 2 million gallons
- Actively apply for grants/funding for other equipment that would make crews more efficient
- Continue working with KFW (City Engineer) to initiate a geographic information system (GIS) program to include utilities, streets, and drainage information
- ~~Purchase a GIS License~~ Renew GIS License
- Continue preparing a schedule based on needs to replace all undersized water mains within the system
- ~~Determine surplus availability~~ Based on power supply needs, initiate applying for grants to pay a portion of or all costs for installation and cost of emergency power supply (generators) for City buildings and water system;
- ~~Actively support a water rate study to be implemented before end of Fiscal Year 2019~~



- ~~• Purchase a mini excavator in order to work in tight areas where a backhoe cannot reach.~~
- ~~• Purchase a skid steer to replace with the old skid steer (50/50 split)~~
- ~~• Install an intruder protection to prevent roof access, per TCEQ requirements (Huebner)~~

#### Improve employee quality to include educational training and development opportunities.

- Provide additional quality educational opportunities ~~when available~~ 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, [initiate lost accident tally board.](#)
- 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

- Investigate alternatives to increase productivity and life expectancy of the Trinity Well pump, motor, and ground storage tank
- Continue to take corrective action on dead end main issues to lessen flushing and reduce loss ratio rate
- Work with TxDOT on preliminary reports for relocating portions of the water mains on NW Military prior to job bid for MPO project
- Identify cul-de-sac dead end mains, including gross cost estimate for each and prioritization for addressing. Complete at 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 5%
- Respond to all water system complaints within one service day. Provide summary of complaints and resolutions to Water Advisory Committee
- [Raise/Install 5 fire hydrants with valves](#) to proper height for Fire Department access [per year](#)
- Prepare drainage culvert to install [pipe boxes](#) for crossing the creek to Well site # 8
- Consider outsourcing printing water utility bills
- [Televis and investigate options of some or all wells not in production, evaluate possibilities to place back in production or plug. \(Wells #1, #2, #3, and #4\)](#)
- ~~• Research Flowatch Software for more efficient water reporting~~

#### 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
- ~~• Conduct water system customer satisfaction survey~~

# **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

## 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 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
- Enforce ordinances / policies consistently
- Engage residents to participate in municipal planning
- Review Contracts / Professional Services and request RFQs as appropriate
- Fully fund Capital Replacement requirements as scheduled

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

- Effectively conduct “Community Policing” to keep Shavano Park citizens safe
- Actively respond to citizen concerns
- Proactively enforce city ordinances, criminal statutes and Texas Transportation Code provisions
- 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
- Effectively communicate to citizens police security efforts in crime control measures and trends
- ~~Begin the planning for the replacement of Engine 139B (Fire)~~
- Fully implement the standard procedures for the new Fire Engine 139 and ensure safe access across the City
- 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
- ~~Consider becoming a Court of Record~~

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

- Investigate revenue enhancement options
- Continue growth of the Oak Wilt Fund
- Strive to earn the Texas Comptroller Transparency Star Award
- Earn Government Finance Officers Association Budget Award
- Maintain Reserves IAW our Fund Balance Policy

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

- Complete a city-wide street assessment, maintenance, and replacement schedule
- Continue to implement asphalt preservation applications east side of NW Military from ~~Loop 1604 to~~ De Zavala to Cliffside Road (including DeZavala); applications include crack seal and seal coat to assist in maintaining pavement conditions.
- ~~Implement environmentally friendly parking options (City Hall South)~~
- Maintain essential public water infrastructure to include a capital replacement program
  - Continue to take corrective action on dead end main issues to lessen flushing and reduce loss ratio rate.
- Complete assessment of city requirements for NW Military MPO project scheduled for 2020
- Complete planning with TxDOT for relocation and improvements to portions of the water mains on NW Military prior/ job bid for MPO project
- Assess City requirements for relocation and improvements to portions of the water mains on NW Military and to determine funding sources [to resource](#)
- Investigate alternatives to increase productivity and life expectancy of the Trinity Well pump, motor, and ground storage tank
- ~~Develop and implement a~~ Complete the plan to remodel the City Hall public bathrooms?

5. Enhance and support commercial business activities and opportunities

- 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 to coordinate with Bitterblue for completion of sidewalk trail north from Lockhill Selma to Salado Creek
- Secure the donation of a pavilion to the City
- Solicit the donation of a play scape to the City
- [Implement recommendations concerning access](#) ~~Consider security options to include a controlled access gate along the trail~~ from Cliffside to the San Antonio Linear Park and trail system
- ~~Enter into an agreement with the Willow Wood HOA for the maintenance of the pedestrian easement between the Willow Wood and the Pond Hill Villas neighborhoods~~

- Maintain Tree City USA recognition
- Consider permanent green space on the municipal tract
- Maintain Firewise recognition
- Explore options for second rain garden
- Develop and implement a landscaping plan for the City Monument at City Hall

#### 7. Promote effective communications and outreach with citizens

- Maintain and continue to improve the City Communications Plan
- Conduct four City sponsored events (Arbor Day, Independence Day, National Night Out, December Celebration)
- Support the City of Shavano Park celebration of Fiesta in coordination with Arbor Day with Fiesta Metals
- 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
- Decide and consider options for comprehensive Town Plan for 2018

#### 8. Mitigate storm water runoff

- ~~Assess and~~ Complete Drainage plan culverts at ~~Fawn Drive and~~ Chimney Rock, [Windmill and Bent Oak](#).
- ~~Assess Phase II Drainage plan culverts and complete improvements based upon assessment for Windmill and Bent Oak.~~
- Initiate a Preliminary Engineering Report to determine the options and a more refined cost estimate for remaining drainage areas as presented in the KFW Engineering Drainage Study
- Assess the implementation of the previously approved prioritized plan to address City drainage issues; revise the plan and implement as it is feasible
- Continue drainage improvements
- Provide maintenance of our storm water to include inlets and channels, ensuring proper drainage into our watersheds to include brush clearing projects
- Examine Lockhill Selma pooling of water ~~and street cleaning practices in coordination with the Bentley Manor HOA.~~

## CITY COUNCIL STAFF SUMMARY

Meeting Date: June 12, 2019

Agenda item: 5.4

Prepared by: Brenda Morey

Reviewed by: Bill Hill

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### **AGENDA ITEM DESCRIPTION:**

Discussion / action - FY 2019-20 Budget Calendar – Finance Director

**X**

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

1) Proposed FY 2019-20 Budget Calendar

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**BACKGROUND / HISTORY:** Staff drafted the FY 2019-20 Budget Calendar to allow Council/Staff to arrange their schedules for the required meetings over the next several months.

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**DISCUSSION:** Attached is a copy of the Proposed FY 2019-20 Budget Calendar. Updates highlighted yellow.

At the May 13th meeting, Council considered the proposed budget calendar meeting schedule and approved the dates for the first two budget workshops (June 12 at 5 pm and June 24<sup>th</sup> at 4:30 pm before the normal City Council meeting). **NOTE: Steve Werling has been invited to present his compensation study results and salary recommendations at the June 24<sup>th</sup> meeting.**

The Tuesday, July 9 meeting is highlighted in pink. At their June 5, 2019, meeting, the Planning and Zoning Commission rescheduled their July 3, 2019, meeting to July 10, 2019. Therefore, staff is requesting to move the Council Budget Workshop originally proposed for July 10 to Tuesday, July 9.

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 change 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.

Note: Staff intends to present the budget as early as possible. Considering that the certified tax rolls are not provided to the City until a/o 25 July and that Effective and Rollback tax rates are not provided until after that – providing the record City Manager budget is not scheduled until August 8th.

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**COURSES OF ACTION:** 1) Review the remainder of the proposed dates and highlight any dates with possible conflicts. Confirm July 9<sup>th</sup> workshop, August 8<sup>th</sup> and August 14<sup>th</sup> special council meetings.

2) Accept the Budget Calendar as submitted or provide further guidance for remainder of the Budget Calendar

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**FINANCIAL IMPACT:** N/A

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**MOTION REQUESTED:** Accept the FY 2019-20 Budget Calendar as submitted.

# PROPOSED BUDGET CALENDAR FOR FY 2019-20

## 2019

15-30 April	Receive Preliminary Property Tax Report; pass to Council
4 April – 9 May	Budget Kick Off with Departments - FY 2019 -20 Goals, Objectives, Unfunded Requirements
14-24 May	Department Budget Meetings - FY 2019-20 Goals, Objectives, Unfunded Requirements
<b>Monday 6 May</b>	Brief Water Advisory Committee FY 2019-20 Goals and Objectives
<b>Monday 10 June</b>	Water Advisory Committee Meeting / Budget Workshop (Revenues, G&O)
<b>Wednesday 12 June</b>	Council Workshop 5:00pm – Set Initial Goals, Objectives, and Budget Guidance
3-14 June	Prepare Revenues for Preliminary Budget
<b>Monday 24 June</b>	Council Workshop - Budget Basics and Staff Analysis of Council Objectives / Salary Study Presentation 4:30pm (before regular City Council meeting)
<b>Monday 8 July</b>	Water Advisory Committee Meeting - Budget Workshop - Water Fund Expenses
<b>Tuesday 9 July</b>	Budget Work Shop 4:30pm – Capital Replacement Funds; Expense Estimates
25 July	Bexar County Appraisal District Provides Certified Tax Roll; pass to Council
~ July 25 - 2 August	Bexar County Tax Assessor Collector Calculates & Provides Effective and Roll Back Rates
<b>Tuesday 30 July (T)</b>	Water Advisory Committee Meeting - Approve Initial Water Fund Budget
<b>Thursday 8 August</b>	Special Council Meeting 5:30pm - <ul style="list-style-type: none"> <li>- City Manager Submits Proposed FY 2019-20 Budget (No anticipated Council action)</li> <li>- Receive Effective and Rollback Calculation</li> </ul>
<b>Wednesday 14th August</b>	Special Council Meeting / Workshop 5:30pm <ul style="list-style-type: none"> <li>- Discuss tax rate; if proposed tax rate will exceed the rollback rate or the effective rate (whichever is lower), take record vote and schedule Public Hearings.</li> </ul>
<b>Tuesday 20 August</b>	Special Council Budget Workshop 5:30pm
<b>Wednesday 21 August</b>	Publish Notice of 2019 Tax Year Proposed Tax Rate (Effective & Rollback) (Dates of Public Hearings Published in News Paper)
<b>Monday 26 August</b>	Budget Work Shop 5:30pm / Regular Council Meeting
Wednesday 28 August	Publication Notice of 1 <sup>st</sup> and 2 <sup>nd</sup> Budget Reading
<b>Monday 16 September</b>	Special Council Meeting 6:30pm – <ul style="list-style-type: none"> <li>- 1<sup>st</sup> Reading of Budget/Public Hearing</li> <li>- Schedule and announce meeting to adopt tax rate 3-14 days from this date.</li> </ul>
<b>Monday 23 September</b>	Regular Council Meeting – <ul style="list-style-type: none"> <li>- 2<sup>nd</sup> Reading of Budget/Public Hearing</li> <li>- Adopt Budget by Ordinance</li> <li>- Levy Tax Rate by Resolution and take record vote</li> </ul>