

# STRATEGIC PLAN



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Manager

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# Mission Statement

The City of Leon Valley will provide our community with a superior quality of life by balancing social equity, environmental stewardship and economic development to achieve sustainability.

# Vision Statement

The City of Leon Valley will be a sustainable community by balancing Social Equity, Economic Development and Environmental Stewardship (S.E.E.).

## **SOCIAL EQUITY**

The City will promote a superior quality of life by responding to citizens in a fair and prompt manner, by providing outstanding public safety services, high quality educational, recreational, historical and cultural amenities and superb infrastructure. The City will encourage collaborative participation by its residents, businesses and stakeholders.

## **ECONOMIC DEVELOPMENT**

The City will provide a diverse and versatile business environment that supports a healthy economy. The City will exhibit a distinctive and welcoming identity at its boundaries and throughout the community. The City will attract, expand and retain viable businesses to promote development and redevelopment, including a town-centered design, pedestrian friendly connections and world class public transit.

## **ENVIRONMENTAL STEWARDSHIP**

The City will become carbon-neutral by conserving and preserving natural resources and by expanding recycling initiatives and enhancing our environment with earth-friendly practices.

# Goal 1 – Economic Development



- Objectives

- A. Revitalize declining commercial areas by creating, reviewing, and enforcing codes that impact Economic Development

- B. Promote business-friendly practices without compromising health, safety & welfare codes

- ~~C. Reauthorize Street Maintenance Tax program Done~~

- ~~D. Create, review, and enforce codes that impact Economic Development, Same as~~

- ~~A~~

- E. Promote a plan for Bandera Road that is business & pedestrian friendly

- F. Promote Leon Valley



## Additional Recommendations?

- Increase employment and job quality while remaining competitive within the greater San Antonio region, ultimately enhancing long-term quality of life.

## Goal #2 - Police/Fire Safety/Security



- Objectives
  - A. First responders will exceed all state & federal mandates by going above the minimum standards
  - B. Leon Valley First Responders will work as a team to ensure all necessary codes and ordinances are in place to provide a safe and healthy community.
  - C. Leon Valley First Responders will strive to equally & impartially enact & enforce all codes, ordinances & laws in order to provide the best services possible.
  - D. Leon Valley will maintain a recruitment effort to recruit & hire diverse and quality individuals committed to service.
  - E. Leon Valley First Responders will respond to all calls for service within the nationally recognized standards & will be responsive to all inquiries for service or information w/in the same day, unless under exceptional circumstances
  - F. Leon Valley will provide all first responders with superior equipment designed to ensure the safe & efficient delivery of emergency services in the community



## Additional Recommendations?

- A. Reword to: First responders will exceed all state and federal mandates as defined by the City Council based on current staffing and funding. These could include response times, training hours, equipment, and standard operating procedures.
- B. Reword to: Leon Valley First Responders will work as a team to ensure all necessary codes and ordinances are ~~in place~~ up to date to provide a safe and healthy community.
- E. Reword to: Leon Valley will respond to all request for service within nationally recognized standards as defined by City Council and will be responsive to all inquires for service or information within defined parameters set by the City Council. All inquiries should strive to be as transparent and timely as possible.
- F. Reword to: Leon Valley will strive to provide all First Responders with adequate tools, equipment and vehicles to deliver the highest quality services in the safest and most efficient manner possible.
- G. Add: Leon valley will strive to provide current and relevant training for all positions to ensure a highly trained workforce



# Additional Recommendations?

- Reduction of crime by implementing initiatives and strategies to decrease crime rates in the community.
- Improve community policing efforts by strengthening community relationships. This will be accomplished through proactive engagement, outreach programs, and partnerships with local organizations.
- Enhancement of officer development and training by providing ongoing training and professional development opportunities for officers to ensure they are equipped with necessary skills and knowledge.
- Embrace technology and innovation by incorporating advanced technology to enhance policing methods, including data-driven decision-making, predictive policing, and body-worn cameras.
- Support officer wellness and mental health by implementing programs and providing resources to support the mental and emotional well-being of officers.
- Increase transparency and accountability by establishing mechanisms for accountability, such as body cameras, oversight, internal reviews, and transparent reporting of incidents.
- Enhance emergency response and preparedness capabilities for critical incidents, natural disasters, and other emergencies through identification of available resources and additional officer training in ICS and NIMS based courses.
- Reduction of use of force incidents by implementation of de-escalation training, combined with policies and oversight to minimize the use of force while maintaining public, employee and officer safety.
- Increase community education and outreach by providing educational programs and workshops to raise awareness and promote safety within the community such as community meetings and Citizens Police Academy training.
- Utilize and employ proactive problem-solving strategies to identify and address root causes of recurring issues.
- Fiscal responsibility is necessary to efficiently manage available resources while seeking opportunities for cost-saving measures without compromising public safety through available grants.



# Goal #3 - Transportation



- Objectives

- A. Work with TxDOT in transforming Bandera Rd, so that traffic flows smoother, pedestrians are safe, and multi-modal transportation is encouraged
- B. Continue to use the Street Maintenance Tax for milling and overlay, street sealing, and sidewalk renovation projects. Use street ranking to ensure the appropriate streets are being funded
- C. Further the support of public transportation and walking and cycling modes by continuing the sidewalk rehabilitation program ~~and additional VIA shuttle~~ Done



## Additional Recommendations?

A. –Reword :Continue to work with TxDOT and the City of San Antonio in transforming Bandera Rd, so that traffic flows smoother, pedestrians are safe, and multi-modal transportation is encouraged

# Goal #4 - Infrastructure/Capital Plan

- Objectives

- A. Assess ongoing capital needs necessary to maintain city services through the continuation of a 10-year capital plan, which identifies capital projects, equipment purchases, a planning schedule, and potential funding sources
- B. Define strategic investments that support community priorities
- C. Continue to investigate, obtain, and provide funding for improvements to the City's facilities and buildings, drainage system, streets and traffic control devices, and water/sewer system, to assure they are safe and in working order.
- D. Continue to mitigate flooding through Capital Improvements Planning and mandatory Stormwater reduction in new and redeveloped commercial properties





## Additional Recommendations?

- Add bond for ADA and/or Public Works buildings
- Water infrastructure needs
- Install traffic and water crossing cameras with a link to the feeds on the website. This will allow for more community awareness. Cameras will have a Solar battery for power and run off of a cellular connection. T-Mobile is ready to provide these when we are ready.
- Add surveillance cameras to City Hall, Police Department, Fire Department, Library, and Public Works. Having them all on the same platform will provide better visibility and ensure safety for the staff and public.

## Goal #5 - Environmental Sustainability



- Objectives

- ~~A. Reduce vehicle emissions & environmental hazard by products by developing a low carbon culture, which maintains our carbon neutrality for our operations~~
- B. Encourage low impact development parking areas for both city & privately-owned developments to reduce localized flooding
- ~~C. Encourage water capture and reuse by both citizens and businesses through a rebate program for rain barrels to reduce localized flooding Done~~
- D. Increase the use of our allotted acre feet of recycled water by connecting both City Hall and the Fire Station to the system
- ~~E. Maximize recycling~~



## Additional Recommendations?

- Add - cellular tracking devices to city vehicles. This will allow real time tracking of the vehicle's location and provide vehicle health information to the departments that need it.
- Add - Continue to encourage the planting of native trees and Oak wilt remediation.
- E. Reword: Encourage recycling at all City events/functions/facilities'

# Goal #6 - Citizen Involvement



- Objectives

- ~~A. Maintain a technologically up to date website, which posts current agendas, approved minutes, and provides audio/visual access to City Council meetings-Done~~
- ~~B. Leverage technology for citizen input during City Council Meetings, such as Skype or Facebook-DONE~~
- ~~C. Combine all city portals (PubWorks, OnIt) into one user-friendly application to improve response times-DONE~~
- D. Promote Neighborhood Enhancement Programs through the Police/Fire Departments
- E. Improve the process of recruiting, training and supporting the City Boards, Committees, Commissions
- ~~F. Promote Youth Programs in City Venues~~
- G. Continue to provide all forms of communication to citizens who may not want or have access to technology



# Additional Recommendations?

- Add - Re-design the Audio-Visual system in the Council Chambers.



# Goal #7 - Provide Excellent Parks, Recreational Green Space, & Cultural Opportunities

- Objectives
  - A. Park Commission to review Master Plan & recommend updates to City Council in **2018**
  - ~~B. Encourage development of recreational programs~~
  - C. Continue to improve new park spaces
  - D. Continue to develop the hike & bike trail systems throughout the City to promote connectivity
  - ~~E. Develop a program to encourage residents to take advantage of outside amenities~~
  - F. Provide cultural opportunities to our citizens and guests





# Additional Recommendations?

- Park Commission to review Master Plan & recommend updates to City Council in 24/25



## Goal #8 - Openness, Transparency, and Accountability

- Objectives
  - A. To foster an environment in which its members are treated as stakeholders in the community & will be entrusted with responsibilities & challenges that will inspire them to commit themselves to performing their duties w/ pride & dedication
  - B. To continue to provide a culture that provides a progressive, comfortable environment for all employees
  - C. To assure responsiveness and excellent customer service to our citizens and businesses
  - D. To continue to maintain strong relationships with current partners so that collaboration is maximized and resources are utilized wisely
  - E. To seek out new partnerships to further enhance our ability to successfully coordinate situations that may require multiple resources from state, federal, local & non-profit entities



## Additional Recommendations?

- To enhance communication and collaboration between City Council, City staff, and community members by enhancing transparency, trust, and shared decision making.
- Ensure collaboration is strengthened by accessible, timely, and accurate information sharing.