Goals and Objective

Crystal Caldera, PhD

City Manager

City Council Meeting

January 25, 2025

Background

- 2-24-2024 : The Council collectively agreed to revise the mission and vision statement

- 3-5-2024: The Council adopted a new Mission and Vision Statement

- 3-19-2024: The Mayor requested an amendment to the Mission Statement

  - The Council agreed to the amendment

- 8-6-24 – council-manager retreat: the council requested the goals and objectives be placed as a Town Hall Meeting Discussion Item

Mission & Vision

- # Mission
  - The City of Leon Valley is committed to protecting the quality of life, safety, and liberty for all its citizens while prioritizing fiscal responsibility, resiliency, sustainability, and economic development

- # Vision
  - The City of Leon Valley strives to foster a community that is resilient to challenges, sustainable for future generations, and economically dynamic, ensuring a prosperous and harmonious future for all

Approved March 5, 2024

Process

- The council started to review the City's Goals and Objectives and found the amount of information to be too cumbersome to handle during a council meeting
- The Council requested that the staff produce some Goals and Objectives and we would ask the citizens
- The directors were asked to provide up to 5 goals with 3 to five objectives to accomplish that goal.
- Your job today
  - You can pick a few of the goals from each departments or no goals from any of the departments
  - You can delete
  - You can amend
  - You can make new ones
- We will go through the ones we have first and at the end, you can add whatever you would like
- Remember that some of the goals may just be good goals for the department to have but may not need to be an actual goal for the community
- Lastly, this is not concrete if we as a community need to continue to work through these, we can set up another workshop

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Police Department

Goal 1: Reduction of Crime

Reduction of crime by implementing initiatives and strategies to decrease crime rates in the community.

- Implement predictive policing models to deploy resources based on crime data analysis.
- Further develop community watch programs to encourage residents to report suspicious behavior.
- Educate community regarding access for anonymous crime reporting and safety tips.
- Increase visibility of patrol cars in high-crime areas to deter criminal activity.

Goal 2: Improve Community Policing Efforts

Improve community policing efforts by strengthening community relationships. This will be accomplished through proactive engagement, outreach programs, and partnerships with local organizations.

- Establish channels for open dialogue with residents (Neighborhood officers).
- Partner with local businesses and organizations for joint community safety initiatives.
- Assist in organizing neighborhood events like block parties and safety fairs to build relationships.

Goal 3: Enhancement of Officer Development and Training

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.

- Provide ongoing training in advanced policing techniques and legal updates.
- Implement leadership development training for officers to prepare for higher responsibilities.
- Offer specialized training in areas impacting our citizens.
- Create a mentoring program for new recruits to ensure proper guidance and support

Goal 4: Efficient Resource Allocation

Efficient resource allocation by optimizing personnel and resources to identify the high-priority issues to address them effectively and efficiently.

- Use data to identify high-priority issues and allocate resources accordingly.
- Implement a shift management system to optimize personnel deployment based on demand.
- Conduct regular reviews of resource utilization to identify areas for improvement.

Police Department

Goal 5: Fiscal Responsibility

Fiscal responsibility is necessary to efficiently manage available resources while seeking opportunities for cost-saving measures without compromising public safety through available grants.

- Apply for grants to fund equipment, training, and community programs without burdening local budgets.
- Conduct regular financial audits to identify cost-saving opportunities.
- Negotiate bulk purchasing agreements for equipment and supplies to save costs.

Do you agree with having Goal 1 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 1: Reduction of Crime

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Is there anything you would like to add, delete, or amend to Goal 1?
(Open Ended)

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Do you agree with having Goal 2 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 2: Improve Community Policing Efforts

Improve community policing efforts by strengthening community relationships. This will be accomplished through proactive engagement, outreach programs, and partnerships with local organizations.

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Is there anything you would like to add, delete, or amend to Goal 2?
(Open Ended)

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Do you agree with having Goal 3 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 3: Enhancement of Officer Development and Training

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.

- Provide ongoing training in advanced policing techniques and legal updates.
- Implement leadership development training for officers to prepare for higher responsibilities.
- Offer specialized training in areas impacting our citizens.
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Is there anything you would like to add, delete, or amend to Goal 3?
(Open Ended)

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Do you agree with having Goal 4 and the objectives as an overall city goal?

- Agree

- Disagree

Goal 4: Efficient Resource Allocation

Efficient resource allocation by optimizing personnel and resources to identify the high-priority issues to address them effectively and efficiently.

- Use data to identify high-priority issues and allocate resources accordingly.
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Is there anything you would like to add, delete, or amend to Goal 4?
(Open Ended)

Do you agree with having Goal 5 and the objectives as an overall city goal?

- Agree

- Disagree

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Is there anything you would like to add, delete, or amend to Goal 5?
(Open Ended)

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Fire Department

Goal 1: Promote a work environment that promotes the health, safety, and welfare of our employees.

- Provide the best possible safety and PPE equipment offered to our employees.
- Provide an environment that encourages each person to be part of the safety team.
- Develop a plan to encourage employee retention
  - Develop a pay plan with defined steps to better illustrate anticipated pay levels.
  - Develop an incentive to encourage advancement and additional certification.
  - Increase training dollars to allow for increased outside training and attendance of conferences and tradeshows.

Goal 2: Meet or exceed nationally accepted emergency response times.

- Improve the time tracking and separation of time by BCSO.
- Increase the current minimum staffing level to allow for dedicated positions on vehicles and no more switching based on call types.
- Improve building maintenance to ensure our overhead doors operate properly at all times.

Goal 3: Preparing to meet the needs of a growing city.

- Obtain proper staffing to meet the needs
  - By evaluating call volume #annumally
  - # of OT hours in relation to staffing
  - Unit hour utilization
- Increasing the number of hours in training.
- Properly maintain equipment and follow the national standards for apparatus replacement

Goal 4: Develop an outreach program that informs and educates the community.

- Develop a better social media presence and social interactions.
  - Dedicate a person in the FD to be responsible for social media and compensate them accordingly.
- Use data to identify high-priority issues and allocate resources accordingly.
- Develop new ways to reach younger people and raise their interest in the fire service and provide opportunities for interactions at the LVFD.
- Through Bexar County, revive the CERT Program
- Continue to provide smoke detector checks, school fire prevention week, box fan drive

Fire Department

Goal 5: Improve fire prevention within our residences and businesses.

- Amend and update the IFC and local amendments.

- Increasing communications with businesses on what is required for fire safety. Holding Fire Extinguisher training

- Increase communication with our in-home care providers concerning fire safety and code compliance.

- Increase communication and code requirements with permitting.

Do you agree with having Goal 1 and the Objectives as an overall city goal?

- Agree

- Disagree

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(Open Ended)

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Do you agree with having Goal 2 and the Objectives as an overall city goal?

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Is there anything you would like to add, delete, or amend to Goal 5?
(Open Ended)

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Public Works Department

Goal 1: Promote a vibrant, first-rate park and trail system with aesthetically pleasing and environmentally sensitive designs and maintenance practices.

- Develop and implement regularly scheduled routine, reactive, and preventive maintenance programs. Renovate and design parks to reflect industry standards and meet the needs and desires of the community.
- Identify and actively seek all appropriate state, federal, and local grant opportunities to improve parks and open space.
- Protect and restore the natural environment during all operations.
- Maintain an innovative, efficient, and effective Parks Department that is responsive to the community's changing needs.
- Continue to manage a comprehensive trail inventory and maintenance program to ensure the safety of all users.

Goal 2: Become an APWA Accredited Agency.

- Regularly update the Public Works Operating Procedures Manual created during the accreditation process.
- Show the PW meets the industry's best standards
- Have the staff obtain appropriate training to meet the requirements
- Ensure that our activities provide the best results and benefits for our citizens and customers through strict budgeting processes and fiscal responsibility

Goal 3: Provide water and wastewater services in a safe, reliable, high-quality, sustainable and affordable manner to our customers so that all community needs for water are met.

- Strengthen customer value and stakeholder understanding and support
- Protect the public health and safety by providing high-quality water services
- Ensure infrastructure stability and operational optimization
- Maintain strong financial viability to ensure a balanced cost structure and affordable rates
- Purchase available water rights and explore water leasing options to meet future water demands
- Develop and maintain an asset management system for water and sewer infrastructure and budget appropriately for replacements.

Public Works Department

Goal 4: Proactively comply with or exceed all environmental and quality standards in the Stormwater management program.

- Maintain existing stormwater inlets/outlets and develop an asset management plan for these systems.
- Consider environmental issues when purchasing new equipment including air quality and fuel efficiency.
- Develop worksite stormwater guidelines for all City projects.
- Continue to use Best Management Practices for the MS4 Stormwater Program.
- Continue to provide maintenance for Huebner Creek and Zarzamora Creek to reduce pollution in these areas.
- Continue the Vector Management program to reduce the threat of mosquitos.
- Continue to hold the Basura Bash program to educate the citizens on water quality, and conduct creek cleanups.
- Continue to improve the Community Rating Score to reduce flood insurance premiums for property owners and reduce the threat of flooding. •
- Adhere to strict Stormwater Management codes to prevent development in flood prone areas.

Goal 5: Operate, maintain, and improve the city's streets to serve resident and visitor needs, while ensuring the safety and ease of users and meet the needs of the users in the future. Efficient Resource Allocation

- Continue an aggressive maintenance program to ensure the longevity of the pavement.
- Continue to improve drainage facilities to prevent possible damage to public and private property.
- Continue to hold utilities, contractors, and residents accountable for all damage caused by utility work in the right-of-way.
- Work with contractors and the City Engineer to ensure compliance with all right-of-way maintenance and construction rules and regulations.
- Continue to update the long-range street maintenance plan. Fund training to ensure staff is well educated on the newest and most innovative street maintenance products and techniques.
- Educate the public on the dangers of improper drainage and vegetation in rights-of-way to minimize damage due to poorly designed landscaping.
- Continue to improve the tracking system for all street-cut permits issued in the City of Leon Valley.
- Continue street ranking program, utilizing a Pavement Condition Index to assure all streets are being properly maintained. The Study will be updated every five years.
- Continue to track funding from Street Maintenance Sales Tax to assure public funds are being spent efficiently and to provide transparency.

Do you agree with having Goal 1 and the Objectives as an overall city goal?

- Agree

- Disagree

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Is there anything you would like to add, delete, or amend to Goal 2?
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LEONVALLEY

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- Agree

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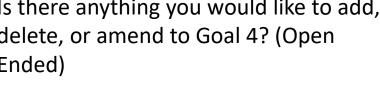
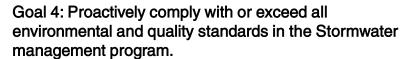Is there anything you would like to add, delete, or amend to Goal 3?
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LEONVALLEY

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- Agree
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Is there anything you would like to add, delete, or amend to Goal 4? (Open Ended)

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Do you agree with having Goal 5 and the objectives as an overall city goal?

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Administrative Departments

Goal 1: Increase and Maintain Transparency of City records

- Provide public information that is easily accessible.
  - Respond in accordance with both the letter and the spirit of the provisions of the Texas Public Information Act (the "Act").
  - Continue the use of JustFOIA to provide an efficient response to public information requests.
  - Continue to post all released records onto the City website (with exception to certain information).
  - Continuously add current items to the Documents Library.
  - Provide a list of all newly adopted ordinances to the citizens with the use of ENews.
- Maintaining the City's Records in Accordance with the City Charter.
  - Provide proper preservation of the City's legislative history and official documents.
  - Provide training to all departments and designated personnel for appropriate retention and storage of all City documents.

Goal 2: Enhance Community Engagement and Communications

- Develop a comprehensive communication strategy utilizing social media, newsletters, community forums, and the city's website to keep residents informed and enhance digital presence.
- Implement a resident feedback system to gather input on city initiatives and services, ensuring community voices are considered in decision-making.
- Launch a mobile app to provide real-time updates, event notifications, and an easy platform for residents to communicate with city departments.

Goal 3: Maintaining a financially stable City that continuously achieves the highest financial rating

- Financial Reporting
  - To produce accurate and informative annual financial statements in accordance with Generally
  - Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board.
  - Continue to ensure all steps are taken to receive financial excellence awards for budgeting and financial reporting from the Governmental and Financial Officers Association (GFOA) each year.
- Budget Management
  - Develop and manage the city's operating budget and monthly financial reporting.
  - Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.
- Financial Management
  - Oversight of daily operations, which include ensuring timely payment of City obligations and
  - Recording of revenues accurately.
  - Record year-end accruals and minimize audit adjustments from the previous audit year.

Administrative Departments

Goal 4: Increase employee recruitment and retention

- Create an online application process to reduce time and submittal complications.
- Increase visibility at job fairs and training academies to recruit talent.
- Review incentive options and build programs that attract candidates.
- Increase employee morale and satisfaction through appreciation and recognition programs.
- Identify employee potential and encourage a development plan for long-term retention.
- Discuss and track employee performance goals, progress, expectations, and improvement plans with Department Heads and employees.

Goal 5: Increase the City's sales tax and Ad Valorem value of commercial properties

- Increase Development Projects for Underused or Blighted Properties.
  - Facilitate the initiation of at least one (1) significant development project on underused or blighted properties within the 18 months
  - Continue to push vacant property owners to register the vacant buildings per city ordinance.
  - Continue to provide demolish grants to underused or blighted properties to encourage redevelopment.
- Support Local Businesses with Information and Grant Support.
  - Provide grants in the amount of at least $50,000 to local businesses annually.
  - Conduct a minimum of 75 visits to local businesses throughout the year to assess business needs.
  - Continue to provide local businesses with direct emails regarding vendor opportunities, changes to city codes, grant opportunities, business education seminars hosted by the City, and more.
- Continue to investigate other economic tools to support revitalizing the Leon Valley Commercial District
  - Using 380 agreements
  - Zoning regulations: Streamlining permitting processes for new businesses
  - Tax increment financing (TIF): Reinvesting property tax revenue from development projects back into the community
  - Public-private partnerships (PPPs): Collaborating with private companies to fund and develop projects

Administrative Departments

Goal 6: Increase Library programming services to the community in previously identified service gaps (outreach to the underserved, digital literacy, and historic preservation).

- Establish quarterly programs to provide needed services to underserved populations.
- Host quarterly programs on digital literacy for parents, teens, and seniors.
- Host quarterly digital skills classes for seniors.
- Host bi-annual programs on the History of Leon Valley utilizing the Archives Collection

Goal 7: Provide up-to-date and relevant digital resources on the library's website and through the library's catalog.

- Develop a standard operating procedure for reviewing external website links and educational resources.
- Provide an interactive language learning resource to library members, which includes English as a Second Language.
- Provide educational resources for homework help, standardized test prep, and conducting research.
- Provide educational resources for job searches, resume assistance, interview preparation, and job skills.

Goal 8: Meet enhanced and comprehensive administrative standards in the Texas Library Standards (2014).

- Develop a long-range plan to anticipate patron, facility, and technology needs.
- Conduct a patron survey to assist in developing the long-range plan.
- Conduct an annual meeting to plan and evaluate programs and services attended by the Library Advisory Board and Library Director.

Do you agree with having Goal 1 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 1: Increase and Maintain Transparency of City records

- Provide public information that is easily accessible.
  - Respond in accordance with both the letter and the spirit of the provisions of the Texas Public Information Act (the "Act").
  - Continue the use of JustFOIA to provide an efficient response to public information requests.
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Is there anything you would like to add, delete, or amend to Goal 1?
(Open Ended)

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Do you agree with having Goal 2 and the Objectives as an overall city goal?

- Agree
- Disagree

Goal 2: Enhance Community Engagement and Communications

- Develop a comprehensive communication strategy utilizing social media, newsletters, community forums, and the city's website to keep residents informed and enhance digital presence.
- Implement a resident feedback system to gather input on city initiatives and services, ensuring community voices are considered in decision-making.
- Launch a mobile app to provide real-time updates, event notifications, and an easy platform for residents to communicate with city departments.

Is there anything you would like to add, delete, or amend to Goal 2?
(Open Ended)

LEONVALLEY

Do you agree with having Goal 3 and the Objectives as an overall city goal?

- Agree

- Disagree

Is there anything you would like to add, delete, or amend to Goal 3? (Open Ended)

Goal 3: Maintaining a financially stable City that continuously achieves the highest financial rating

- Financial Reporting
  - To produce accurate and informative annual financial statements in accordance with Generally
  - Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board.
  - Continue to ensure all steps are taken to receive financial excellence awards for budgeting and financial reporting from the Governmental and Financial Officers Association (GFOA) each year.

- Budget Management
  - Develop and manage the city's operating budget and monthly financial reporting.
  - Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.

- Financial Management
  - Oversight of daily operations, which include ensuring timely payment of City obligations and
  - Recording of revenues accurately.
  - Record year-end accruals and minimize audit adjustments from the previous audit year.

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Do you agree with having Goal 4 and the objectives as an overall city goal?

- Agree

- Disagree

Goal 4: Increase employee recruitment and retention

- Create an online application process to reduce time and submittal complications.

- Increase visibility at job fairs and training academies to recruit talent.

- Review incentive options and build programs that attract candidates.

- Increase employee morale and satisfaction through appreciation and recognition programs.

- Identify employee potential and encourage a development plan for long-term retention.

- Discuss and track employee performance goals, progress, expectations, and improvement plans with Department Heads and employees.

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- Agree

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Is there anything you would like to add, delete, or amend to Goal 5? (Open Ended)

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  - Continue to push vacant property owners to register the vacant buildings per city ordinance.
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  - Provide grants in the amount of at least $50,000 to local businesses annually.
  - Conduct a minimum of 75 visits to local businesses throughout the year to assess business needs.
  - Continue to provide local businesses with direct emails regarding vendor opportunities, changes to city codes, grant opportunities, business education seminars hosted by the City, and more.

- Continue to investigate other economic tools to support revitalizing the Leon Valley Commercial District
  - Using 380 agreements
  - Zoning regulations: Streamlining permitting processes for new businesses
  - Tax increment financing (TIF): Reinvesting property tax revenue from development projects back into the community
  - Public-private partnerships (PPPs): Collaborating with private companies to fund and develop projects

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Do you agree with having Goal 6 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 6: Increase Library programming services to the community in previously identified service gaps (outreach to the underserved, digital literacy, and historic preservation).

- Establish quarterly programs to provide needed services to underserved populations.
- Host quarterly programs on digital literacy for parents, teens, and seniors.
- Host quarterly digital skills classes for seniors.
- Host bi-annual programs on the History of Leon Valley utilizing the Archives Collection

Is there anything you would like to add, delete, or amend to Goal 6? (Open Ended)

Do you agree with having Goal 7 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 7: Provide up-to-date and relevant digital resources on the library's website and through the library's catalog.

- Develop a standard operating procedure for reviewing external website links and educational resources.
- Provide an interactive language learning resource to library members, which includes English as a Second Language.
- Provide educational resources for homework help, standardized test prep, and conducting research.
- Provide educational resources for job searches, resume assistance, interview preparation, and job skills.

Is there anything you would like to add, delete, or amend to Goal 7? (Open Ended)

Do you agree with having Goal 8 and the Objectives as an overall city goal?

- Agree

- Disagree

Goal 8: Meet enhanced and comprehensive administrative standards in the Texas Library Standards (2014).

- Develop a long-range plan to anticipate patron, facility, and technology needs.
- Conduct a patron survey to assist in developing the long-range plan.
- Conduct an annual meeting to plan and evaluate programs and services attended by the Library Advisory Board and Library Director.

Is there anything you would like to add, delete, or amend to Goal 8? (Open Ended)

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What other goals would you like to see?