

**AN ORDINANCE AMENDING THE 2010 CITY OF  
LEON VALLEY STRATEGIC PLAN**

**WHEREAS**, the City of Leon Valley previously adopted a Strategic Plan on June 1, 2010; and

**WHEREAS**, the City of Leon Valley has undertaken an effort to address the goals, objectives and initiatives of the city's 2010 Strategic Plan as well as initiatives that support the completion of the objectives; and

**WHEREAS**, The 2010 Strategic Plan consists of seven goals, around which objectives specific to each are listed, including, Economic Development, Safety and Security, Transportation, Infrastructure/Capital Plan, Environmental Sustainability, Citizen Involvement, and Parks, Recreation, Green Space & Cultural Opportunities; and

**WHEREAS**, on February 1, 2014, an update of the 2010 Strategic Plan was presented at a City Town Hall, and input was solicited from the public using both real-time electronic voting tools and group discussion/dialogues; and

**WHEREAS**, on March 1, 2014, an online survey response was made available to the public to consider two proposed additions to the Master Plan that emerged from the February 1 discussion; and

**WHEREAS**, on April 12, 2014, an update on the Strategic Plan was presented to the public at the Coffee with the Mayor and City Council meeting

**WHEREAS**, on July 29, 2014, the City Manager and City Department Heads convened to review the proposed amended Strategic Plan; and

**WHEREAS**, on August 11, 2014 a public hearing was held on the proposed recommendations to update and amend the City's Strategic Plan.

**NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LEON VALLEY, TEXAS THAT:**

- 1. That the City's Strategic Plan is hereby amended as provided for in the attached Exhibit A.

**PASSED, ADOPTED AND APPROVED** by the City Council of the City of Leon Valley this the 11<sup>th</sup> day of August, 2014.

**APPROVED**

*Chris Riley*  
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**CHRIS RILEY**  
Mayor

Attest: *Sandra Passailaigue*  
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**SAUNDRA PASSAILAIGUE, TRMC**  
City Secretary

Approved as to Form: *Charles E. Zech*  
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**CHARLES E. ZECH**  
City Attorney



August 11, 2014

To: Mayor and City Council, City of Leon Valley

From: Mike De La Garza

Re: 2014 Update to the City of Leon Valley 2010 Strategic Plan

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### Overview

In 2014 the City of Leon Valley undertook an effort to address the goals, objectives and initiatives of the city's 2010 Strategic Plan, adopted June 1, 2010. The seven goals of the Strategic Plan were established, and corresponding objectives, as well as initiatives that support the completion of the objectives were listed as well.

Over the course of time the goals have been a guiding force for the city's administration and have been largely addressed through interdepartmental efforts, involving a number of individuals and organizations from throughout the community.

The task for the current review and update of the goals and objectives of the 2010 Strategic Plan was as follows:

- Review progress of the initiatives for each of the objectives
- Present a progress report to the public
- Elicit input and opinion from the public and add/delete items to or from the Plan
- Present an updated Strategic Plan for review and approval

### Timeline

The following timeline details the activities and efforts of addressing and revising the Strategic Plan, from its inception to today's recommendations:

- June 1, 2010 – The 2010 Strategic Plan was presented and approved by the City Council (resolution 10-016)
- February 1, 2014 – An update of the 2010 Strategic Plan was presented at a city Town Hall, and input was solicited from the public using both real-time electronic voting tools and group discussion/dialogues
- March 1, 2014 – An online survey response was made available to the public to consider two proposed additions to the Master Plan that emerged from the February 1 discussion
- April 12, 2014 -- An Update on the Strategic Plan was presented to the public at the Coffee with the Mayor and City Council meeting

- July 29, 2014 – City Manager and City Department Heads convened to review the proposed Strategic Plan.
- August 11, 2014 – Presentation and Recommendations to City Council

### 2010 Strategic Plan Overview

The 2010 Strategic Plan consists of seven goals, around which objectives specific to each are listed. The goals include the following:

- Economic Development
- Safety and Security
- Transportation
- Infrastructure/Capital Plan
- Environmental Sustainability
- Citizen Involvement
- Parks, Recreation, Green Space & Cultural Opportunities

### 2014 Strategic Plan Update

At the February 1<sup>st</sup> Town Hall City Staff presented a Strategic Plan Update was presented to the public. The updates were provided goal-by-goal, with each of the objectives detailed. The initiatives, listed under each of the objectives, were described as either accomplished, or underway and ongoing.

Upon completion of the presentations attendees were asked to offer input and counsel. The following summarizes the feedback received:

- In general there was agreement on the declaration of accomplished objectives. However, there was a desire that even in the areas of accomplished objectives, the need for ongoing attention and continuous improvements be considered in grading the state of the objectives
- It was generally agreed that objectives were not necessarily listed in an order to suggest priority of importance. Rather, the listing of objectives occurred in a manner that was consistent with the notion that they needed to be addressed in a sequence to make them all possible to address. Nevertheless, the sense that each of the objectives were of equal importance was confirmed.
- In general there was a sense that the goals are as relevant today as they were in 2010, and that there is no urgent need to add goals to the plan.
- There were two issues, however, that emerged from the discussion and debate of that day, and they include code enforcement, and street vehicle traffic.
- The idea of addressing code enforcement was suggested as a beautification effort -- to address the positive opportunities for neighborhood-inspired acts of upkeep and beautification of homesteads
- The idea of addressing street traffic was suggested as traffic increases on the side and neighborhood roadways, as traffic increases on main roads.

With the feedback received at the Town Hall an online survey was activated, and promoted via the City Website and at the April 12<sup>th</sup> Coffee with the Mayor and City Council meeting. The survey addressed the two issues that emerged at the Town Hall, and asked respondents the following questions:

- Were the issues in question worthy of inclusion in the plan?
- If so, were they worthy of inclusion as new goals, or new objectives under existing goals?
- If new objectives under existing goals, under which goals should they be included?
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The responses received indicated a strong desire to add the two issues to the plan, as new objectives under their respective goals.

The following charts are a summary of the presentations provided at Town Hall, with the positioning of the two new proposed objectives under each of their respective goals.

Additionally, after discussion with staff and considering public input, each of the objectives listed under each goal have been categorized in the following manner:

- *Accomplished* – the specific initiative, or initiatives, are complete and the work on the objective is essentially complete.
- *Accomplished, and ongoing* – certain initiatives have been completed, and conditions exist for continuous effort and enhanced realization of the Goal. Therefore, they continue to be a priority.
- *In Progress* – Efforts continue with the initiatives to make significant headway into accomplishment of the Goal, but no significant progress has been made. They continue to be a priority.
- *Proposed* – New objectives for consideration.

The attached charts detail each of the seven Goals, corresponding objectives and initiatives, along with a status update for each of the objectives. For reporting purposes, Goal 2, Safety and Security, has been broken into two components – Police and Fire & EMS.

## Observations

In general the process of addressing and updating the 2010 Strategic Plan was an energizing and positive effort. As with all organizations the establishment of goals, with corresponding objectives and initiatives, can be a positive motivating tool and keep the organization on line with its overall mission and vision.

Citizen input was generally positive regarding progress made on 2010 Strategic Plan. There was a genuine appreciation for the review, and a feeling that more opportunities to share progress can be a good thing. Additionally, the Town Hall allowed for discussion and discourse on other important issues, some of which are being proposed as additions to the 2014 update of the Strategic Plan.

And, while general in nature, the goals have served well to create a “big tent” effect for groups of people from different areas to come together and have a positive impact on addressing each of them. This not only includes staff, but the general public, through service on commissions, boards, and task forces as well. The pursuit of the Strategic Plan has had a invigorating impact on growing the involvement of the citizenry in their government.

## Recommendations

It is recommended that the City Council accept and approve the 2014 Strategic Plan update, as presented within. It is also recommended that the amendments of two new objectives under their respective goals, be accepted and included in the Plan moving forward.

Upon approval of the new objectives it is recommended that a team be designated by the Council and City Manager to address these issues with a plan of action, including the creation of committees, or use of existing ones.

Respectfully submitted,



Mike De La Garza  
MDLG & Company

**Goal 1  
ECONOMIC DEVELOPMENT**

| OBJECTIVES   | INITIATIVES  | STATUS                    |
|--|--|---------------------------|
| Objective A: Reauthorize Street Maintenance Sales Tax Program                      | Reauthorized by voters in November 2011<br>Had State Laws Amended for 10 year authorization<br>Voters approved 10-year authorization in November 2013<br>Will allow continuation of maintenance of city streets  | ACCOMPLISHED              |
| Objective B: Promote Business-Friendly Practices                                   | LV took over maintenance & cleanup of Bandera Road from TXDOT to improve appearance of this vital business corridor<br>Developed inventory of vacant and undeveloped commercial properties, and a Developers' Guide<br>Expedited review of permits, inspections and development submissions<br>Establishment of Leon Valley Economic Development Corporation that is active in promoting existing and new businesses<br>Maintenance of partnerships with LV Chamber and economic development groups<br>Continue to pursue opportunities at the ICSC Real Estate Conference | ACCOMPLISHED, AND ONGOING |
| Objective C: Create, review and enforce codes that impact economic development     | Developed and adopted Gateway, Sustainability, and Commercial/Industrial Overlays<br>Amended City Sign Ordinance to address use and display of temporary signs   | ACCOMPLISHED, AND ONGOING |
| Objective D: Increase Educational and Training Resources thru Economic Development | Working with UTSA Institute for Economic Development to establish an economic development training course<br>First training class premiered in March/April 2014  |                           |
| Objective E: Promote Leon Valley   | Monuments along Bandera Road<br>Developed New Retail Logo as part of rebranding initiatives<br>Updated website with new community profile, business list, property list (quarterly)<br>Implementing new LVEDC Façade and Signage Program in 2014<br>Complete Economic Development Rental Plan<br>In process of developing a 2014 Economic Development plan   | ACCOMPLISHED, AND ONGOING |
| Objective F: Create and Promote a City Center                                      | We continue to pursue options as identified in the SDAT Report<br>Ongoing process of working with developers to invest in property and concept for a City Center   | IN PROGRESS               |

Goal 2  
SAFETY SECURITY  
(Police and Fire)

| OBJECTIVES   | INITIATIVES  | STATUS                    |
|--|--|---------------------------|
| Objective A: Index Fire and Police Staffing and Services                 | A staffing study is currently underway to be completed in April 2014   | ACCOMPLISHED, AND ONGOING |
|  | Population over 10,000 analysis was completed -- Only mandate was longevity pay  |                           |
|  | We continue to utilize our Reserve Officers for not only Patrol but other functions  |                           |
|  | We continue to purchase the necessary equipment for our Officers out of the forfeiture fund -- Weapons, body armor, vehicles, equipment, & training          |                           |
| Objective B: Review, Create, and/or Modify Ordinances                    | We are constantly reviewing  | ACCOMPLISHED, AND ONGOING |
|  | Have implemented Ordinances to address concerns within the Community -- including panhandlers ordinance  |                           |
|  | Continue to offer neighborhood watch meetings and push the neighborhood watch program to areas which can benefit -- e.g., locations with numerous burglaries |                           |
| Objective C: Establish Activities to Promote Safety and Crime Prevention | New Police Station will open in 2015 -- Approved by voter referendum in May 2012   | ACCOMPLISHED, AND ONGOING |
|  | In 2013, LV voted to establish a Crime Control & Prevention District - Will generate \$240,000 in new revenue for policing programs                          |                           |
|  | Created the Crime Awareness Program for our Business community as well as our Residential Communities  |                           |

Goal 2  
SAFETY SECURITY  
(EMS)

| OBJECTIVES  | INITIATIVES  | STATUS                    |
|---|--|---------------------------|
| Objective A: Index Fire & Police Staffing, Services and Equipment to Current Needs              | New Fire Station will open in December 2014  | ACCOMPLISHED, AND ONGOING |
|   | Implemented organizational changes - new command structure to improve service delivery         |                           |
|   | Purchased ambulance under budget   |                           |
|   | Updated emergency flood warning system<br>Updated Emergency Management Plan                    |                           |
| Objective B: Review, create, and/or modify ordinances and rules that promote a safe environment | Constructed and maintained a fire break in the Natural Area in 2013                            | ACCOMPLISHED, AND ONGOING |
|   | Implemented plan to expedite review of permits and inspections for new and existing businesses |                           |
| Objective C: Establish Programs for a safe Leon Valley  | Designated as a Firewise Community in 2013   | ACCOMPLISHED, AND ONGOING |
|   | Expanded Fire Prevention Month in 2013   |                           |
|   | Improved communication through social networking via Facebook, Twitter, and YouTube            |                           |

Goal 3  
TRANSPORTATION

| OBJECTIVES                                       | INITIATIVES  | STATUS       |
|--|--|--------------|
| Objective A: Develop a Long-Term Management Plan | Transportation Plan developed and incorporated into the Comprehensive Master Plan, Parks, Recreation and Open Space Plan | ACCOMPLISHED |
|  | Transportation Plan objectives incorporated into fiscal year planning documents  |              |
|  | Poss Road improvements completed   |              |
|  | Continue to work with TxDOT to reduce congestion on Bandera Road   |              |
|  | Traffic light synchronization along Bandera Road is complete   |              |
|  | VIA BRT route is place and operating in Leon Valley  |              |
| PROPOSED: Street Vehicle Traffic Management Plan | To Be Determined   | PROPOSED     |

Goal 4  
INFRASTRUCTURE - CAPITAL PLAN

| OBJECTIVES  | INITIATIVES   | STATUS                    |
|---|---|---------------------------|
| Objective A: Develop a Capital Acquisition Plan That Establishes Needs and Provides a Framework | In May 2013, LV Voters approved \$7 million in bonds for building of new City facilities (Police, Fire & City Hall facilities)  | ACCOMPLISHED              |
|   | Prepared assessment of elevated and ground water storage tanks for repairs and maintenance -- Improvements resources are allocated through annual budget process                      |                           |
|   | Prepared needs assessment for Evers Road street improvements -- Applied for MPO Grant Funds and will issue long-term debt to fund improvements using Street Maintenance Tax Resources |                           |
|   | Prepared, budgeted, and implemented plans for replacement of city-wide water and sewer lines  |                           |
| Objective B: Develop and Encourage Citywide Infrastructure                                      | More City Sidewalks: (\$20,000 annual allocation)   | ACCOMPLISHED, AND ONGOING |
|   | Landscaping along Bandera, Evers, Grissom, and Huebner Roads  |                           |
|   | Consider options for residential traffic safety at 4-way stop at Forest Meadow and Evers Roads  |                           |
|   | Continue sanitary sewer and water line replacements   |                           |
| PROPOSED: Code Enforcement  | To Be Determined  | PROPOSED                  |

Goal 5  
ENVIRONMENTAL SUSTAINABILITY

| OBJECTIVES   | INITIATIVES  | STATUS                    |
|--|--|---------------------------|
| Objective A: Develop Water Management Plan to Address Conservation and Quality Resources | Continuing practice of purchasing additional water rights  | ACCOMPLISHED, AND ONGOING |
|  | Developed Storm Water Management Plan  |                           |
|  | Implemented Best Management Practices (BMP's), such as public education, outreach and citizen involvement                                    |                           |
|  | Will be installing medallions on all city storm drain structures   |                           |
|  | Purchased two properties along Huebner Creek for future bank stabilization   |                           |
| Objective B: Develop Energy Conservation Programs  | Solar Panels – Community Center  | ACCOMPLISHED, AND ONGOING |
|  | Continued Energy Efficient lighting utilization in all City facilities + hybrid & electric vehicles  |                           |
|  | Powered down City Hall on weekends and during holidays   |                           |
| Objective C: Mass Transportation Opportunities   | VIA Bus Rapid Transit (BRT) in operation   | ACCOMPLISHED, AND ONGOING |
|  | Maintaining continued relationship with Metropolitan Planning Organization (MPO)   |                           |
| Objective D: Recycling Program for Citizens, Businesses and the City                     | New service at The Ridge   | ACCOMPLISHED, AND ONGOING |
|  | Use of Recycle bins for City events and made available throughout City Hall  |                           |
| Objective E: Encourage Green Building  | Implementation of the Zoning Overlays  | ACCOMPLISHED, AND ONGOING |
|  | Construction of Bandera Road Monuments and new City facilities will utilize environmentally friendly alternatives where practicable          |                           |
| Objective F: Create a citizen and business health and wellness plan program              | Initiative still needs development but wellness is encouraged through City events and employee participation in health and wellness programs | IN PROGRESS               |
|  | 5K Arbor Day, Fire Department Tower Climb, NuRide, etc...  |                           |
| Objective G: Manage Storm water  | Best Management Practices  | IN PROGRESS               |
|  | Public education, outreach, involvement  |                           |
|  | Awareness and enforcement  |                           |
|  | Construction site storm water runoff control   |                           |
|  | Pollution prevention and regular PW maintenance  |                           |
|  | Future Huebner Creek Bank Stabilization  |                           |

Goal 6  
CITIZEN INVOLVEMENT

| OBJECTIVES  | INITIATIVES  | STATUS                    |
|---|--|---------------------------|
| Objective A: Maintain an Up-To-Date Website                                 | Updated Website in 2011 to make it more user friendly  | ACCOMPLISHED, AND ONGOING |
|   | City Council packets, agendas and presentations are available through the website                              |                           |
|   | Currently use Facebook, Twitter and YouTube to communicate to the public                                       |                           |
|   | Current, updated and active newsfeed through Website   |                           |
| Objective B: Optimize the Use of Technology                                 | Installed new telephone system   | ACCOMPLISHED              |
|   | Established Information Technology Specialist position to keep organization current with the latest technology |                           |
|   | Online Payment Services Implemented  |                           |
| Objective C: Educate Citizens about City Services & Volunteer Opportunities | Lion's Roar Publication News Articles  | ACCOMPLISHED, AND ONGOING |
|   | Improved notifications through Social Media (Facebook, Twitter, YouTube, E-news Blast)                         |                           |
| Objective D: Promote Neighborhood Enhancement Programs                      | Very active Annual National Night Out Program  | ACCOMPLISHED              |
|   | Increased Community-oriented Policing through the Neighborhood Watch Program                                   |                           |

Goal 7  
PARKS, RECREATIONAL GREEN SPACE AND CULTURAL OPPORTUNITIES

| OBJECTIVES   | INITIATIVES   | STATUS                    |
|--|---|---------------------------|
| Objective A: Implement a Master Park Plan as funding is available and within the parameters of the Infrastructure Plan | Revised and approved Park Master Plan   | ACCOMPLISHED, AND ONGOING |
|  | Developing Plan for Raymond Rimkus Park Rehabilitation -- 100k allocated for improvement in '14 |                           |
| Objective B: Increase the Size of Raymond Rimkus Park  | Increased the Size of the Park with addition of two properties along Poss Road                  | ACCOMPLISHED              |
| Objective C: Improve Public-Private Partnerships to Improve Facilities/Programs  | Purchased Silo Property for potential development as pocket park                                | ACCOMPLISHED              |
| Objective D: Create, Enhance, and Improve Educational and Cultural Programs  | Los Leones Art Fair   | ACCOMPLISHED, AND ONGOING |
|  | Tree Lighting Ceremony  |                           |
|  | 4th of July Celebration   |                           |
|  | LV Jazz Festival  |                           |
|  | Earthwise Living Day  |                           |
|  | LV Historical Society activiity at Huebner-Onion Homestead                                      |                           |
| Objective E: Encourage Development of Recreational Space and Programs  | Added 4,000 square feet to existing 6,000 square feet library                                   | ACCOMPLISHED, AND ONGOING |
|  | Expanded Children's Wing  |                           |
|  | Remodeled existing area   |                           |
|  | New Hike & Bike Trail is planned along the Huebner Creek  |                           |
|  | \$900k grant received from Federal Gov't.   |                           |
|  | Construction will start in 2014   |                           |