

## CITY OF FAIR OAKS RANCH CITY COUNCIL REGULAR MEETING

Thursday, December 15, 2022 at 6:30 PM

Public Safety Training Room, Police Station, 7286 Dietz Elkhorn, Fair Oaks Ranch

Live Stream: <https://www.youtube.com/channel/UCDqRvLvReqxrh1lbajwshKA/live>

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### AGENDA

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#### OPEN MEETING

1. Roll Call - Declaration of a Quorum
2. Pledge of Allegiance

#### CITIZENS and GUEST FORUM

*To address the Council, please sign the Attendance Roster located on the table at the entrance in the foyer of the Public Safety Training Room. In accordance with the Open Meetings Act, Council may not discuss or take action on any item which has not been posted on the agenda. Speakers shall limit their comments to five (5) minutes each.*

3. Citizens to be heard.

#### PRESENTATIONS

4. Presentation to Jim A. Earl IV in Recognition of his Upcoming Retirement and Outstanding Service to the City.

Joanna Merrill, IPMA-SCP, Director of Human Resources & Communications

#### CONSENT AGENDA

*All of the following items are considered to be routine by the City Council, there will be no separate discussion on these items and will be enacted with one motion. Items may be removed by any Council Member by making such request prior to a motion and vote.*

5. Approval of the December 1, 2022 Regular City Council meeting minutes.

Christina Picioccio, TRMC, City Secretary

6. Approval of the second reading of an Ordinance regarding extending the retention period of audiovisual recordings of open meetings from 90 days to six (6) years.

Christina Picioccio, TRMC, City Secretary  
Brian LeJeune, IT Manager

7. Approval of a resolution to re-appoint Bud Paulson to the Kendall Appraisal District Board of Directors.

Gregory C. Maxton, Mayor

#### CONSIDERATION/DISCUSSION ITEMS

8. Consideration and possible action declaring excess City property surplus and authorizing disposal.

Clayton Hoelscher, Procurement Manager

9. Consideration and possible action approving a private donation to the City of Fair Oaks Ranch Police Department.

Tim Moring, Police Chief

## WORKSHOP

10. Strategic Communications Plan Workshop.

Scott M. Huizenga, Assistant City Manager - Administrative Services  
Casey Parker, Multimedia Communications Officer

11. Workshop to discuss and frame the Q1 Transportation Town Hall meeting.

Tobin E. Maples, AICP, City Manager

12. Development of the City Manager's Evaluation Form.

Gregory C. Maxton, Mayor

## REQUESTS AND ANNOUNCEMENTS

13. Announcements and reports by Mayor and Council Members.
14. Announcements by the City Manager.
15. Requests by Mayor and Council Members that items be placed on a future City Council agenda.

## CONVENE INTO EXECUTIVE SESSION

*Pursuant to Section 551.101 of the Open Meetings Act, Texas Gov't Code, a quorum of the governing body hereby convenes into closed session:*

**Sec. 551.071 (Consultation with Attorney)** the City Council will meet in private consultation with legal counsel to seek the advice of its attorneys about pending or contemplated litigation, a settlement offer, and/or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas conflicts with Chapter 551 of the Government Code; to wit:

16. To receive legal advice from Special Counsel and the City Attorney regarding the City's ground water rights.
17. To receive legal advice from the City Attorney regarding Boerne Ranch Estates, LLC.
18. Case No. 22-090-451; Vincent A. Caldarola, MD vs. City of Fair Oaks Ranch, Texas.

## **Sec. 551.072 (Deliberation regarding real property)**

19. The City Council will meet in closed session to deliberate the purchase, exchange, lease, or value of real property that may be considered for future location of water and wastewater system improvements.

**RECONVENE INTO OPEN SESSION**

*Discussion and possible action on items discussed in Executive Session.*

**ADJOURNMENT**

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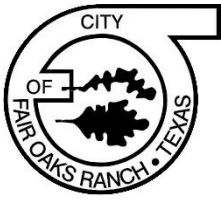
**Signature of Agenda Approval:** s/Gregory C. Maxton

Gregory C. Maxton, Mayor

I, Christina Picioccio, TRMC, City Secretary, certify that the above Notice of Meeting was posted on the outside bulletin board at the Fair Oaks Ranch City Hall, 7286 Dietz Elkhorn, Fair Oaks Ranch, Texas, and on the City's website [www.fairoaksranchtx.org](http://www.fairoaksranchtx.org), both places being convenient and readily accessible to the general public at all times.

As per Texas Government Code 551.045, said Notice was posted by 6:30 PM, December 12, 2022 and remained so posted continuously for at least 72 hours before said meeting was convened.

The Fair Oaks Ranch Police Station is wheelchair accessible at the front main entrance of the building from the parking lot. Requests for special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary's office at (210) 698-0900. Braille is not available. The City Council reserves the right to convene into Executive Session at any time regarding an issue on the agenda for which it is legally permissible; pursuant to Texas Government Code Chapter 551. Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development).



**CITY OF FAIR OAKS RANCH**  
**CITY COUNCIL REGULAR MEETING**

Thursday, December 01, 2022 at 6:30 PM

Public Safety Training Room, Police Station, 7286 Dietz Elkhorn, Fair Oaks Ranch

Live Stream: <https://www.youtube.com/channel/UCDqRvLvReqxrh1lbajwshKA/live>

## **MINUTES**

### **OPEN MEETING**

1. Roll Call - Declaration of a Quorum

Council Present: Mayor Maxton and Council Members Stroup, Elizondo, Bliss, Koerner, Parker and Muenchow.

With a quorum present, the meeting was called to order at 6:30 PM.

2. Pledge of Allegiance – The Pledge of Allegiance was recited in unison.

### **CITIZENS and GUEST FORUM**

3. Citizens to be heard - None

### **PRESENTATIONS**

4. Joanna Merrill, IPMA-SCP, Director of Human Resources and Communications, recognized Employee of the Quarter Recipient (Q4 - July 2022 thru September 2022): Eloy A. Contreras III, Maintenance Technician.

### **CONSENT AGENDA**

5. **Approval of the November 17, 2022 Regular City Council meeting minutes.**
6. **Approval of the second reading of an Ordinance approving the first amendment to the City's exclusive franchise agreement with Republic Services for the collection, hauling, and disposal of residential garbage and refuse waste in the City of Fair Oaks Ranch.**

MOTION: Made by Council Member Muenchow, seconded by Council Member Koerner, to approve the Consent Agenda.

VOTE: 7-0; Motion Passed.

### **CONSIDERATION/DISCUSSION ITEMS**

7. **Consideration and possible action on approving the first reading of an Ordinance regarding extending the retention period of audiovisual recordings of open meetings from 90 days to six (6) years.**

MOTION: Made by Council Member Parker, seconded by Council Member Bliss, to approve the first reading of an Ordinance to extend the retention period of audiovisual recordings of open meetings from 90 days to six (6) years.

VOTE: 7-0; Motion Passed.

**REPORTS FROM STAFF AND COMMITTEES****8. County at a Crossroads: 2022 A Citizens Plan for Transportation in Kendall County.**

Committee Co-Chairs Don Durden and Bob Manning, provided to Council a brief history and timeline of the report "County at a Crossroads: 2022 A Citizens Plan for Transportation in Kendall County" as created by the Kendall County, Boerne & Fair Oaks Transportation Committee. Mr. Manning asked the City to help circulate the report as it is available digitally on their webpage.

**9. Q1 Town Hall Meeting Update.**

Tobin E. Maples, AICP, City Manager, spoke about the upcoming January 24, 2023 workshop taking place at 6:30PM at the Spring Creek United Methodist Church.

Topics:

- TxDOT will be present to discuss the bridge at Cibolo Creek & 3351.
- Council Member Koerner asked that the current Transportation Plan be part of the presentation - street network/hierarchy, etc., and what it means.
- Information about development in the region and how it might affect the City.

Tobin plans on keeping this topic as a standing workshop item and will keep the Council informed with draft agendas to get continuous feedback until it can be finalized.

**10. Civic Center Update.**

Tobin E. Maples, AICP, City Manager, informed Council that he and staff had met with contacts in the Construction Industry to get a better understanding of the current construction market. He announced plans to provide an update in January and anticipates having information on design services.

**REQUESTS AND ANNOUNCEMENTS**

*The following requests and announcements were taken out of order:*

**12. Announcements by the City Manager.**

City Manager Maples yielded his time to Chief Moring. Chief Moring provided a brief overview of crime in the City and how the Department has seen an uptick in vehicle burglaries this year. He also made it clear that the crimes were easy for the criminals and urged residents to hide valuables, lock their vehicles, not leave keys in vehicles, and not keep weapons in the vehicles. Nuisance crimes also have increased slightly but violent crimes have been reduced. City Manager Maples commended Police Chief Tim Moring and Lieutenant John Ojeda for putting in extra hours and proactive measures to decrease crime.

**11. Announcements and reports by Mayor and Council Members.**

Council Member Bliss announced that FORHA is hosting "Santa in the Park" on Sunday, December 5, 2022 from 2:00 PM – 4:00 PM at Vestal Park.

Mayor Maxton reminded everyone that the PD is holding a toy drive ending on Dec 16, 2022. New unwrapped toys for ages 0-16 can be donated at the Police Station, and several other locations in the area. He also informed everyone that there would be a special recognition of Building Official, Jim Earl, for his upcoming retirement after nineteen years of service to the City.

**13. Requests by Mayor and Council Members that items be placed on a future City Council agenda.**

None.

**CONVENE INTO EXECUTIVE SESSION**

*Pursuant to Section 551.101 of the Open Meetings Act, Texas Gov't Code, a quorum of the governing body hereby convened into closed session at 7:25 PM regarding:*

**Sec. 551.072 (Deliberation regarding real property)**

17. The City Council met in closed session to deliberate the purchase, exchange, lease, or value of real property that may be considered for future TxDOT improvements to FM 3351.

*City Council did not convene into Executive Session regarding:*

**Sec. 551.071 (Consultation with Attorney)**

14. To receive legal advice from Special Counsel and the City Attorney regarding the City's ground water rights.
15. Case No. 22-090-451; Vincent A. Caldarola, MD vs. City of Fair Oaks Ranch, Texas.

**Sec. 551.072 (Deliberation regarding real property)**

16. To deliberate the purchase, exchange, lease, or value of real property that may be considered for future location of water and wastewater system improvements.

**RECONVENE INTO OPEN SESSION**

City Council reconvened into Open Session at 7:43 PM.

MOTION: Made by Council Member Bliss, seconded by Council Member Koerner, to authorize the City Manager to execute administrative settlement documents related to the future TxDOT improvements to FM 3351.

VOTE: 7-0; Motion Passed.

**ADJOURNMENT**

Mayor Maxton adjourned the meeting at 7:43 PM.

ATTEST:

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Gregory C. Maxton, Mayor

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Christina Picioccio, TRMC, City Secretary



## CITY COUNCIL CONSENT AGENDA

### CITY OF FAIR OAKS RANCH, TEXAS

December 15, 2022

AGENDA TOPIC: Approval of the second reading of an Ordinance regarding extending the retention period of audiovisual recordings of open meetings from 90 days to six (6) years

DATE: December 15, 2022

DEPARTMENTS: City Secretary, Information Technology

PRESENTED BY: Consent Agenda - Christina Picioccio, TRMC, City Secretary  
Brian LeJeune, IT Manager

#### **INTRODUCTION/BACKGROUND:**

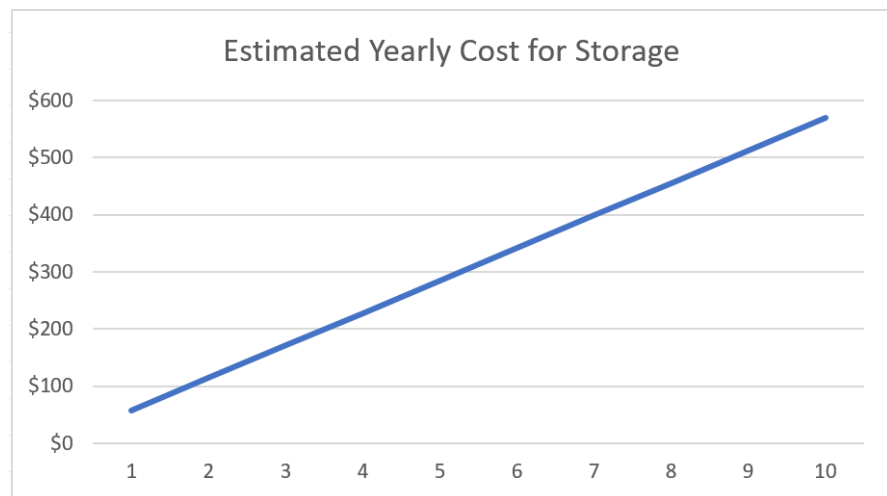
On October 21, 2021, City Council approved Records Management Ordinance 2021-06. This Ordinance memorialized the Council's decision to adopt the Texas State Library and Archives Commission (TSLAC) retention schedules for local governments. At that time Council elected to extend the retention schedule of a select list of agenda/minutes related records (see table below). Due to the uncertainty of file size and server space utilization Council opted to maintain the audiovisual recordings of open meetings as per the minimum standard retention schedule (90 days). Council directed staff to monitor recording sizes and to evaluate server storage capacity.

<u>Record Number</u>	<u>Record Title</u>	<u>TSLAC Record Description</u>	<u>CoFOR New Retention Period</u>
GR 1000-01a	Agendas	Open Meetings 1. If the minutes describe each matter considered by the governing body and reference to an agenda is not required. (2 Years)	10 Years
GR 1000-03g	Minutes (Agenda Packets)	Supporting documentation – One copy of each document of any type submitted to a meeting of a governing body for consideration, approval, or other action; if such action is reflected in the minutes of the meeting. (2 Years)	10 Years
GR 1000-03e	Minutes (Recordings)	Audio-only recordings of open meetings for which written minutes are prepared. (90 Days After Approval of Minutes)	6 Years
GR 1000-03e	Minutes (Recordings)	Audiovisual recordings of open meetings for which written minutes are prepared. (90 Days After Approval of Minutes)	90 Days

The IT Department has analyzed our existing data usage since deploying our new video recording equipment and has determined that Council has utilized approximately 63 GB of storage since we started streaming council meetings. The following Boards and Committees open meetings: MDD, P&Z, and ZBOA, also recorded to facilitate the creation of meeting minutes but not streamed on YouTube, have utilized a combined total of 21 GB.

The IT Department will be moving the City's storage to a secure cloud provider where we will be charged an annual rate commensurate with total cumulative data usage with that provider. To that end the question changes from what the City's storage capacity is to how much are will willing to spend on storage annually. The table below illustrates cost calculations based on the six (6) months of measured data (Council & Boards) extrapolated for the next ten years.

Year	Cost Per Year
1	\$57
2	\$114
3	\$171
4	\$228
5	\$285
6	\$342
7	\$399
8	\$455
9	\$512
10	\$569



The purpose of this agenda item is to determine if Council would like to extend the retention period for audiovisual recordings beyond our current 90-day retention. Changes to the audiovisual recording schedule will require an amendment of the Ordinance (Exhibit A). As Council previously determined a six (6)-year retention period for audio-only recordings, staff proposes that the audiovisual recordings remain consistent with a six (6)-year retention period.

Council approved the first reading of the above recommended changes at the December 1, 2022 Council Meeting.

#### **POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

Access to the City's audiovisual records affords those citizens who are unable to attend council meetings the opportunity to view the meetings at their leisure. Should City Council desire to prolong the retention period of audiovisual recordings this would allow citizens extended time to review these records.

Promotes consistency with previously determined audio-only recording retention period.

These recommendations are consistent with Strategic Action Plan 5.2.5 Develop and Implement Live Stream and Video Capabilities for Council Meetings and 5.3.2 Develop and Implement a Records Management Plan.

**LONG-TERM FINANCIAL & BUDGETARY IMPACT:**

Long-term financial and budgetary impacts are dependent upon retention schedule adopted by City Council. Storage costs are based on six (6) months of actual data usage. The number of meeting estimates are based on the past three (3)-year averages. Longer retention periods will incur more costs as the storage costs are cumulative – see table above. The proposed six (6)-year recommendation will ultimately cost approximately \$342.00 annually once we meet the sixth year of maintaining records.

**LEGAL ANALYSIS:**

Ordinance approved as to form.

**RECOMMENDATION/PROPOSED MOTION:**

Consent: I move to approve the second reading of an Ordinance to extend the retention period of audiovisual recordings of open meetings from 90 days to six (6) years.

## AN ORDINANCE

### **AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FAIR OAKS RANCH AMENDING THE AUDIOVISUAL RETENTION PERIOD IDENTIFIED IN SECTION 8 (3) THE CITY'S CODE OF ORDINANCES CHAPTER 1, GENERAL PROVISIONS, ARTICLE 1.05 RECORDS MANAGEMENT; PROVIDING FOR SEVERABILITY AND REPEAL CLAUSES; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, Title 6, Subtitle C, Local Government Code (Local Government Records Act) provides that a municipality must establish by ordinance an active and continuing records management program to be administered by a Records Management Officer; and

**WHEREAS**, the City of Fair Oaks Ranch recognizes that review and amendment of current practices is warranted; and

**WHEREAS**, the City of Fair Oaks Ranch amended the Records Management Ordinance on October 21, 2022; and

**WHEREAS**, the City of Fair Oaks Ranch placed a temporary retention period for audiovisual materials of 90 days pending additional data storage information; and

**WHEREAS**, the City of Fair Oaks Ranch desires to amend its ordinance for that purpose and to prescribe policies consistent with the Local Government Records Act and in the interests of cost-effective and efficient recordkeeping.

### **NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FAIR OAKS RANCH, TEXAS:**

PART 1. Chapter 1 "General Provisions" Article 1.05 "Records Management" is hereby amended as set forth in the attached **"Exhibit A"**.

PART 2. That the recitals contained in the preamble hereto are hereby found to be true and such recitals are hereby made a part of this Ordinance for all purposes and are adopted as a part of the judgment and findings of the Council.

PART 3. It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, and sections of this Ordinance be severable, and, if any phrase, clause, sentence, paragraph, or section of this Ordinance shall be declared invalid by judgment or decree of any court of competent jurisdiction, such invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this Ordinance and the remainder of this Ordinance shall be enforced as written.

PART 4. That it is officially found, determined, and declared that the meeting at which this Ordinance is adopted was open to the public and public notice of the time, place, and subject matter of the public business to be considered at such meeting, including this Ordinance, was given, all as required by Chapter 551, as amended, Texas Government Code.

PART 5. This Ordinance shall take effect on December 15, 2022, after its second reading and after passage.

PART 6. The repeal or amendment of any ordinance or part of ordinances effectuated by the enactment of this Ordinance shall not be construed as abandoning any action now pending under or by virtue of such ordinance or as discontinuing, abating, modifying, or altering any penalty accruing or to accrue or as affecting any rights of the City of Fair Oaks Ranch under any section or provisions of any ordinances in effect at the time of passage of this Ordinance.

PART 7. The provisions of this Ordinance shall be cumulative of all ordinances not repealed by this Ordinance and ordinances governing or regulating the same subject matter as that covered herein.

**PASSED and APPROVED** on first reading this the 1st day of December, 2022.

**PASSED, APPROVED and ADOPTED** on second reading this the 15<sup>th</sup> day of December, 2022.

ATTEST:

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Gregory C. Maxton, Mayor

APPROVED AS TO FORM:

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Christina Picioccio, TRMC, City Secretary

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Denton Navarro Rocha Bernal & Zech, P.C.,  
City Attorney

## Exhibit A

Chapter 1 "General Provisions" Article 1.05 "Records Management" is hereby amended as follows:

### **SECTION 1. DEFINITION OF MUNICIPAL RECORDS.**

All documents, papers, letters, books, maps, photographs, sound or video recordings, electronic media, or other information recording media, regardless of physical form or characteristic and regardless of whether public access to them is open or restricted under the laws of the state, created or received by the City of Fair Oaks Ranch or any of its officers or employees pursuant to law or in the transaction of public business are hereby declared to be the records of the City of Fair Oaks Ranch and shall be created, maintained, and disposed of in accordance with the provisions of this ordinance or procedures authorized by it and in no other manner.

### **SECTION 2. ADDITIONAL DEFINITIONS.**

- (1) "Department Head" means the officer who by ordinance or administrative policy is in charge of an office of the City of Fair Oaks Ranch that creates or receives records.
- (2) "Essential Record" means any record of the City of Fair Oaks Ranch necessary to the resumption or continuation of its operations in an emergency or disaster, to the recreation of the legal and financial status of the City of Fair Oaks Ranch, or to the protection and fulfillment of obligations to the people of the state.
- (3) "Permanent Record" means any record of the City of Fair Oaks Ranch for which the retention period on a records control schedule is given as permanent.
- (4) "Records Control Schedule" means a document prepared by or under the authority of the Records Management Officer listing the records maintained by the City of Fair Oaks Ranch, their retention periods, and other records disposition information that the records management program may require.
- (5) "Records Management" means the application of management techniques to the creation, use, maintenance, retention, preservation, and disposal of records for the purposes of reducing the costs and improving the efficiency of recordkeeping. The term includes the development of records control schedules, the management of filing and information retrieval systems, the protection of essential and permanent records, the economical and space-effective storage of inactive records, control over the creation and distribution of forms, reports, and correspondence, and the management of micrographics and electronic and other records storage systems.
- (6) "Records Management Officer" means the person designated in Section 5 of this Ordinance.
- (7) "Records Management Plan" means the plan developed under Section 6 of this ordinance.
- (8) "Retention Period" means the minimum time that must pass after the creation, recording, or receipt of a record, or the fulfillment of certain actions associated with a record before it is eligible for destruction.

**SECTION 3. MUNICIPAL RECORDS DECLARED PUBLIC PROPERTY.**

All municipal records as defined in Section 1 of this ordinance are hereby declared to be the property of the City of Fair Oaks Ranch. No municipal official or employee has, by virtue of his or her position, any personal or property right to such records even though he or she may have developed or compiled them. The unauthorized destruction, removal from files, or use of such records is prohibited.

**SECTION 4. POLICY.**

It is hereby declared to be the policy of the City of Fair Oaks Ranch to provide for efficient, economical, and effective controls over the creation, distribution, organization, maintenance, use, and disposition of all municipal records through a comprehensive system of integrated procedures for the management of records from their creation to ultimate disposition, consistent with the requirements of the Texas Local Government Records Act and accepted records management practice.

**SECTION 5. DESIGNATION OF RECORDS MANAGEMENT OFFICER.**

The City Secretary, and the successive holders of said office, shall serve as Records Management Officer for the City of Fair Oaks Ranch. As provided by state law, each successive holder of the office shall file his or her name with the director and librarian of the Texas State Library within thirty days of the initial designation or of taking up the office, as applicable.

**SECTION 6. RECORDS MANAGEMENT PLAN TO BE DEVELOPED; AUTHORITY OF PLAN.**

- (1) The Records Management Officer shall develop a records management plan for the City of Fair Oaks Ranch. The plan must contain policies and procedures designed to reduce the costs and improve the efficiency of record keeping, to adequately protect the essential records of the municipality, and to properly preserve those records of the municipality that are of historical value. The plan must be designed to enable the Records Management Officer to carry out his or her duties prescribed by state law and this ordinance effectively.
- (2) The records management plan shall be binding on all offices, departments, divisions, programs, commissions, bureaus, boards, committees, or similar entities of the City of Fair Oaks Ranch and records shall be created, maintained, stored, or disposed of in accordance with the plan.
- (3) The Records Management Officer shall develop plans that encompass the duties and responsibilities of department heads and delegated employees to work in conjunction with the Records Management Officer in the performance of records control.
- (4) State law relating to the duties, other responsibilities, or record keeping requirements of a department head do not exempt the department head or the records in the department head's care from the application of this ordinance and the records management plan adopted under it and may not be used by the department head as a basis for refusal to participate in the records management program of the City of Fair Oaks Ranch.

## **SECTION 7. ADOPTION OF STATE RECORDS CONTROL SCHEDULES; APPROVAL; FILING WITH STATE.**

- (1) In lieu of filing records control schedules, the City of Fair Oaks Ranch has adopted record control schedules issued by the Texas State Library and Archives Commission. A declaration of compliance with the records scheduling requirement of the Local Government Records Act shall be filed with the Texas State Library and Archives Commission by the records management officer (Form SLR 508).

## **SECTION 8. IMPLEMENTATION OF RECORDS CONTROL SCHEDULES; DESTRUCTION OF RECORDS UNDER SCHEDULE.**

- (1) A records control schedule for a department that has been approved and adopted under Section 7 shall be implemented by department heads according to the policies and procedures of the records management plan.
- (2) A record whose retention period has expired on a records control schedule shall be destroyed unless an open records request is pending on the record, the subject matter of the record is pertinent to a pending lawsuit, or the department head requests in writing to the Records Management Officer that the record be retained for an additional period.
- (3) The City Council identifies that the following records be kept beyond the state retention period:

<u>Record Number</u>	<u>Record Title</u>	<u>Record Description</u>	<u>New Retention Period</u>
GR 1000-01a	Agendas	Open Meetings 1. If the minutes describe each matter considered by the governing body and reference to an agenda is not required.	10 Years
GR 1000-03g	Minutes (Agenda Packets)	Supporting documentation – One copy of each document of any type submitted to a meeting of a governing body for consideration, approval, or other action; if such action is reflected in the minutes of the meeting.	10 Years
GR 1000-03e	Minutes (Recordings)	Audio-only recordings of open meetings for which written minutes are prepared.	6 Years
GR 1000-03e	Minutes (Recordings)	Audiovisual recordings of open meetings for which written minutes are prepared.	<del>90 Days</del> 6 Years

**SECTION 9. DESTRUCTION OF UNSCHEDULED RECORDS.**

In order to destroy records that do not appear on schedules issued by the Texas State Library and Archives Commission and that have not been added by a filed supplemental records control schedule, a request for authorization to destroy unscheduled records (SLR 501) must be filed with the Texas State Library and Archives Commission.

**SECTION 10. RECORDS CENTER.**

A records center, developed pursuant to the plan required by Section 6, shall be under the direct control and supervision of the Records Management Officer. Policies and procedures regulating the operation and use of the records center shall be contained in the records management plan developed under Section 6.



**CITY COUNCIL CONSENT**  
**CITY OF FAIR OAKS RANCH, TEXAS**  
**December 15, 2022**

AGENDA TOPIC: Approval of a resolution to re-appoint Bud Paulson to the Kendall Appraisal District Board of Directors, for a two-year term, beginning January 1, 2023

DATE: December 15, 2022

DEPARTMENT: City Council

PRESENTED BY: Consent – Gregory C. Maxton

**INTRODUCTION/BACKGROUND:**

Pursuant to Section 6.03a of the Texas Tax Code, appraisal districts are governed by a Board of Directors. By letter, received September 14, 2022, Kendall Appraisal District notified Mayor Maxton of Mr. Bud Paulson's current term to the KAD Board of Directors expiring December 31, 2022. The letter states, "To be eligible to serve on the Board, an individual other than a County Assessor-Collector serving as a nonvoting Director must be a resident of the (Appraisal) district and must have resided in the district for at least two years immediately preceding the date the individual takes office." "Historically the Kendall Appraisal District had a cumulative voting based on each entity's tax levy. Starting this year Board of Directors terms will be by appointment; no vote is needed."

Mayor Maxton must notify Kendall Appraisal District of Mr. Paulson's reappointment or replacement before December 31, 2022. Bud Paulson, resident of Fair Oaks Ranch, Kendall County, has served on the Kendall Appraisal District Board of Directors since 2013. He has confirmed his desire to be re-appointed.

As Mr. Paulson has effectively served on the Board for nine years and, expresses a desire to continue, I respectfully ask City Council's approval re-appointing him to the Kendall Appraisal District Board of Directors for a two-year term, beginning January 1, 2023.

**POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

1. Follows Texas Tax Code on appointments to the district's Board of Directors
2. Ensures city representation on the Kendall Appraisal District Board
3. Confirms Mr. Paulson's, a resident and city volunteer, desire to serve on the Board

**LONGTERM FINANCIAL & BUDGETARY IMPACT:**

N/A

**LEGAL ANALYSIS:**

N/A

**RECOMMENDATION/PROPOSED MOTION:**

Consent: I move to approve a resolution re-appointing Mr. Bud Paulson to the Kendall Appraisal District Board of Directors, effective January 1, 2023, for a two-year term.

**A RESOLUTION****OF THE CITY OF FAIR OAKS RANCH, TEXAS NOMINATING A CANDIDATE TO FILL A VACANCY ON THE KENDALL APPRAISAL DISTRICT BOARD OF DIRECTORS**

**WHEREAS**, the City of Fair Oaks Ranch has received notice that the current two-year term filled by Mr. Bud Paulson for the Kendall Appraisal District Board of Directors will expire December 31, 2022; and,

**WHEREAS**, in accordance with Texas Tax Code Section 6.03(l), the City of Fair Oaks Ranch as a taxing entity in Kendall County may reappoint or replace by resolution adopted by the Fair Oaks Ranch City Council, a candidate for this position; and,

**WHEREAS**, The City of Fair Oaks Ranch recognizes Mr. Paulson's dedication of serving on the Board of Directors for the past nine years; and,

**WHEREAS**, Mr. Paulson has expressed interest in continuing to serve on the Kendall Appraisal District Board of Directors; and

**WHEREAS**, the City Council of the City of Fair Oaks Ranch deems it appropriate to appoint Mr. Bud Paulson to the Kendall Appraisal District Board of Directors

**NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF FAIR OAKS RANCH, that:**

- PART 1.** The recitals contain in the preamble hereto are hereby found to be true and such recitals are hereby made a part of this Resolution for all purposes and are adopted as a part of the judgment and findings of the City Council.
- PART 2.** The City Council of the City of Fair Oaks Ranch hereby appoints Bud Paulson to fill the Kendall Appraisal Board of Directors starting January 1, 2023, until December 31, 2024.
- PART 3.** A signed copy of this Resolution shall be submitted by the City Secretary to the Kendall Appraisal District.
- PART 4.** All resolutions or parts thereof, which are in conflict or inconsistent with any provision of this Resolution are hereby repealed to the extent of such conflict, and the provisions of this Resolution shall be and remain controlling as to the matters resolved herein.
- PART 5.** This Resolution shall be construed and enforced in accordance with the laws of the State of Texas and the United States of America.
- PART 6.** If any provision of this Resolution or the application thereof to any person or circumstance shall be held to be invalid, the remainder of this Resolution and the application of such provision to other persons and circumstances shall nevertheless be valid, and the City Council hereby declares that this Resolution would have been enacted without such invalid provision.
- PART 7.** It is officially found, determined, and declared that the meeting at which this Resolution is adopted was open to the public and public notice of the time, place, and subject matter of the public business to be considered at such meeting, including this Resolution, was given, all as required by Chapter 551, Texas Government Code, as amended.

**PART 8.** This Resolution shall be in full force and effect from and after its final passage, and it is so resolved.

**PASSED and APPROVED on this 15th day of December 2022.**

\_\_\_\_\_  
Gregory C. Maxton, Mayor

ATTEST:

\_\_\_\_\_  
Christina Picioccio, TRMC, City Secretary

\_\_\_\_\_  
Denton Navarro Rocha Bernal & Zech, P.C.,  
City Attorney



**CITY COUNCIL CONSIDERATION ITEM**  
**CITY OF FAIR OAKS RANCH, TEXAS**  
**December 15, 2022**

AGENDA TOPIC: Consideration and possible action declaring excess City property surplus and authorizing disposal

DATE: December 15, 2022

DEPARTMENT: Finance

PRESENTED BY: Clayton Hoelscher, Procurement Manager

**INTRODUCTION/BACKGROUND:**

The City of Fair Oaks Ranch has no ordinance or resolution governing the sale of personal property and there is no provision in the statutes regulating the sale of personal property belonging to municipalities; thus, personal property may be disposed in such a manner as the City Council directs. Historically, the City has obtained City Council approval each time property is being disposed or sold.

If approved, this item will establish a surplus policy for the City. This policy will establish guidelines and authorize the City to use the following methods when the City has surplus property.

- Transferring Property within City Departments
- Auction
- Trade-in
- Donations
- Disposal
- Insurance Settlement

Section 5.01 of the City Home Rule Charter directs the City Manager to “oversee the purchasing of all merchandise, materials, supplies, services as budgeted and (to) put in place such rules and regulations governing contracts, requisitions and transactions of business between City departments and vendors of goods and services in compliance with all State procurement laws.”

The proposed Surplus Policy is included as Exhibit A. If approved, this will be incorporated into the City Procurement Manual. Future surplus items will be administered by the Procurement Manager as outlined in the policy and as directed by the City Manager.

**POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

The proposed policy furthers Priority 1.6 of the Strategic Action Plan to further Implement the Procurement Function of the City. Further, the City will gain revenue for items which are no longer utilized in the delivery of services to the residents of Fair Oaks Ranch.

**LONGTERM FINANCIAL & BUDGETARY IMPACT:**

Revenue will be gained for items which are no longer utilized in the delivery of services to the residents of Fair Oaks Ranch.

As the City has no further need for certain vehicles, fixtures, furniture, and miscellaneous equipment which have exceeded their usefulness, it is in the best interest of the City to auction, donate or dispose of this equipment.

**LEGAL ANALYSIS:**

The City Attorney has reviewed this policy.

**RECOMMENDATION/PROPOSED MOTION:**

I move to adopt the City Surplus Policy as attached in Exhibit A.

## Exhibit A Surplus Policy

At times, the City may need to dispose or sell off surplus property. Chapter 2175 of the Texas Government Code defines surplus property as **“personal property that exceeds a state agency's needs and is not required for the agency's foreseeable needs. The term includes used or new property that retains some usefulness for the purpose for which it was intended or for another purpose.”** For the purpose of this policy, the City will use this definition as it pertains to personal property purchased with public funds. This policy does not apply to the following statutes addressing disposition of third-party property.

- Texas Code of Criminal Procedure, Chapter 59 – contraband that has been forfeited
- Texas Health and Safety Code, Chapter 821 – treatment and disposition of impounded animals
- Texas Property Code, Chapter 74 – abandoned personal property valued at over \$100
- Texas Property Code, Chapter 76 – abandoned personal property valued at \$100 or less
- Texas Transportation Code, Chapter 22 – aircraft abandoned at a city airport
- Texas Transportation Code, Chapter 683 – abandoned and junked motor vehicles

The City will use discretion when determining the most advantageous way to either sell, donate or dispose of the property. Since there is no provision in the statutes regulating the sale of personal property belonging to municipalities, this policy will provide direction on matters related to surplus property for the City.

Section 5.01 of the City’s Home Rule Charter authorizes the City Manager to put in place rules and regulations for procurement and replacement of expendable items. The City Manager may delegate administrative responsibilities as part of these rules and regulations. The City Manager may delegate to the Procurement Manager the administration of selling, disposing or donating property. With the exception of Real Property, such as land and anything affixed to that land, the following steps shall apply to surplus property.

### 1. Transfer of Property

When one Department no longer needs or will not use another item, the item may be transferred to another department.

### 2. Auction

Auctions should be conducted when the City has reasonable belief that auctioning the item will provide significant financial value to the City.

When selling items by auction, the City will engage with an auctioneer licensed by the State of Texas. Auctions may be conducted online.

Payments for auctioned items will be made directly to the auctioneer, who will forward the net proceeds with documentation of items sold to the Finance Department. The auctioneer will coordinate the pickup date and time with the Buyer.

- Vehicles and other equipment with titles require the title be given to the seller upon pickup. Proof of a valid title will be given to the auctioneer prior to the auction beginning.
- The Procurement Manager will collect titles, verify with the Auctioneer, and facilitate the execution of any other forms required for selling the item.
- The Procurement Manager will notify the Finance Department that equipment sold can be removed from the City's insurance policy.

### 3. Trade-in

When purchasing new vehicles or equipment, vendors may offer an amount for the City to trade-in the item being replaced. The Procurement Manager will work with the appropriate parties to determine if the City wishes to trade in the item. If so, the trade-in amount will be included on the Purchase Order or Purchase Agreement, and the purchase with trade-in will be signed off on by the Budget Owner, Department Head, Assistant City Manager, or City Manager based on the value of the purchase.

### 4. Donating

The City may choose to donate to other governmental entities or non-profit organizations if a need is expressed and the donation will fulfill a public purpose. The Procurement Manager will facilitate any documentation or agreement necessary to formalize the donation. In order to determine if the donation fulfills a public purpose, City Council approval will be required prior to the City donating items.

### 5. Disposal

The City may dispose of items that are found to have minimal to no value. If an item is offered at an auction and no bids are received, the City can make a reasonable determination that the item(s) offer no value and may be disposed. The Procurement Manager will administer this process and ensure the disposal follows all applicable rules and requirements.

### 6. Insurance Settlement

If a vehicle or equipment is damaged and is covered by the City's Insurance Policy, the City may choose to accept the settlement offered by the Insurance Provider instead of auctioning the item.

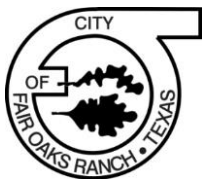
## Universal Steps

Regardless of the disposal method, all items must be inspected to ensure no sensitive information is still located on or in the equipment. Examples include documentation in vehicles or equipment unrelated and unnecessary for the transaction or sensitive information located on IT equipment such as hard drives.

The Procurement Manager will confirm with the Information Technology Department that all items being sold, donated or disposed have no sensitive information remaining in the items.

If an item was purchased using Federal or Grant Funds, the Procurement Manager will be responsible for ensuring the City complies with any requirements associated with the funds used to obtain the item.

The Procurement Manager will obtain the approval of the Director of Finance to confirm items that are no longer of use to the City prior to selling, donating or disposing.



**CITY COUNCIL CONSIDERATION ITEM**  
**CITY OF FAIR OAKS RANCH, TEXAS**  
**December 15, 2022**

AGENDA TOPIC: Consideration and possible action accepting a private donation to the City of Fair Oaks Ranch Police Department.

START/END DATE: December 15, 2022

DEPARTMENT: Police Department

PRESENTED BY: Tim Moring, Police Chief

**INTRODUCTION/BACKGROUND:**

In December 2021, Mr. and Mrs. John Lolatte presented a donation of \$3,000 to the Fair Oaks Ranch Police Department in appreciation for responding to a burglary in progress call at his residence. Council approved acceptance of this donation, which was used to purchase three new ballistic vests to the officers that responded.

In November 2022, Mr. Lolatte reached out to city staff to express his desire to provide another donation of \$2,000 to the Fair Oaks Ranch Police Department in appreciation of its service to the City.

If accepted by City Council, Mr. and Mrs. Lolatte's donation will supplement the Police Department's existing budget to provide additional safety for our officers and residents.

The Police Department would like to thank Mr. & Mrs. Lolatte for their donation and continued support.

**POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

- City staff is prohibited from accepting donations.
- This donation supplements the departments current budget by allowing the purchase of needed equipment earlier than anticipated.

**LONGTERM FINANCIAL & BUDGETARY IMPACT:**

N/A

**LEGAL ANALYSIS:**

N/A

**RECOMMENDATION/PROPOSED MOTION:**

I move to approve the City's acceptance of a private monetary donation to purchase equipment for the Police Department in the amount of \$2,000.00.

Fair Oaks Ranch Police Department  
Fair Oaks Ranch, Texas

December 9, 2022

Christmas has arrived and Noemi and I would like to express our appreciation and gratitude to the Fair Oaks Ranch Police Department. We are donating \$2,000 toward obtaining equipment or necessities that will help the Patrol Officers in their performance and safety of their duties. These funds are meant for the Patrol Officers and not that of administrative items. What may appear to many as responding to simple traffic violations or disturbances, each carry the possibility of serious danger toward the life of each police officer. Their visual presence and responses allow the community of Fair Oaks Ranch to be that of safety, peacefulness and enjoyment. In addition, the police officers are extremely polite, courteous, and friendly as demonstrated when in conversation or greeting. My wife and I are truly thankful and grateful of these police officers as also the entire staff of the Fair Oaks Ranch Police Department. We wish everyone a Wonderful Christmas and may GOD keep each and their families safe.

Sincerely,



John and Noemi Lolatte



## CITY COUNCIL WORKSHOP ITEM

### CITY OF FAIR OAKS RANCH, TEXAS

December 15, 2022

AGENDA TOPIC: Strategic Communications Plan Workshop

DATE: December 15, 2022

DEPARTMENT: Human Resources and Communications

PRESENTED BY: Scott M. Huizenga, Assistant City Manager – Administrative Services and Casey Parker, Multimedia Communications Specialist

### **INTRODUCTION/BACKGROUND:**

The City Council has identified developing of a Communications Plan as one of its top priorities for FY 2022-23. Priority 5.2 of the Strategic Action Plan is to “Develop and Implement a Proactive Communication Strategy.”

The Communications Team has drafted a Proposed Strategic Communications Plan that intentionally follows the common template of the City’s adopted Strategic Action Plan. Specifically, the proposed Strategic Communications Plan identifies five departmental priorities to achieve the City priority to Develop and Implement a Proactive Communication Strategy.

- 5.2.1 Create, coordinate, and lead Strategic Communication efforts**
- 5.2.2 Develop Brand Identity and Credibility**
- 5.2.3 Create Opportunities for Resident Engagement & Participation**
- 5.2.4 Provide Transparent and Timely Communication to Media and Public**
- 5.2.5 Ensure a Well-Informed City Workforce**

The Proposed Strategic Communications Plan identifies several projects to achieve each priority within the timeframe of the current Strategic Action Plan.

The output of the Communications team has more than doubled in the last year in terms of total media posts, total messages, and videos produced. Total engagement in the City’s digital media channels has increased by even higher rates. And, the team began producing Council Meeting livestreaming in April 2022. Recent developments include new emergency communications platform (Regroup) and a newsletter to inform residents and employees about current issues and opportunities in the City. Finally, the communications team recently kicked off a website upgrade project anticipated to go live Fall 2023. With most of the tools in place, the Strategic Communications Plan provides the City Council and staff a “playbook” to employ the City’s resources in a unified, cohesive direction so that the department achieves its vision:

*To be the premiere source of credible City information for providing the most relevant and up-to-date news for our community.*

**POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

Development and execution of the Strategic Communications Plan will lead to better dissemination of prompt and accurate information of City updates and events to the City's Target Audiences.

- Residents
- Media, Partner organizations, public at-large
- City staff

With guidance and input from the City Council and stakeholders, the Strategic Communications Plan will focus the Communications team on key projects within available resources allocated to the current and future City budgets.

**LONG-TERM FINANCIAL & BUDGETARY IMPACT:**

There is no immediate budgetary impact to the Strategic Communications Plan. Some priorities and projects within the plan may require additional resources or reallocations of current resources.

**LEGAL ANALYSIS:**

There is no legal analysis required at this time.

**RECOMMENDATION/PROPOSED MOTION:**

There is no immediate action required by the City Council. The intent of the draft plan is to gather as much feedback and direction from the City Council as possible to refine and enhance the proposed Strategic Communications Plan. Following discussion, feedback, and revision, the City Council may opt to incorporate the Strategic Communications Plan into the citywide Strategic Action Plan.



# City of Fair Oaks Ranch

## Strategic Communications Plan



## A Look Back at FY 2021-22

### Accomplishments

- Enhanced communications with a total of:
    - 973 Total Social Media Posts (since January 1, 2022)
    - 175 Messages (since January 1, 2022)
    - 6 Recorded & 21 Live Videos
  - Implemented new channels of communication
    - 2 new YouTube channels
    - 2 new Social Media Platforms
  - Successfully designed & implemented Livestreaming of Council Meetings
  - Developed a Communications & Public Engagement Procedure (under review)
-

# PILLAR 5 | Operational Excellence



**MAINTAINING A HIGH LEVEL OF  
CUSTOMER SERVICE**



**SERVING AS THE FIRST POINT OF  
CONTACT FOR RESIDENTS AND  
BUSINESSES**



**PROVIDING EFFECTIVE TWO-WAY  
COMMUNICATIONS WITH RESIDENTS**



## Mission Statement

To communicate information related to city functions, decisions, partner with neighboring entities to deliver important community information, and to provide an effective forum for two-way communication between the City and residents.

## Vision Statement

To be the premiere source of credible City information for providing the most relevant and up-to-date news for our community.



## Core Services

Administration  
and Strategic  
Planning

Media & Public  
Relations  
Management

External & Internal  
Communications  
Content Creation

Brand  
Development and  
Marketing

Emergency/Crisis  
Communications

Website & Social  
Media  
Management

# Core Values



Responsive



Collaborative



Resourceful



Engaged



Accountable



## Target Audiences

---

- Residents
- Media, Partner organizations, public at-large
- City staff

## Our “Toolbox”

- Website
  - Social Media
    - NextDoor
    - Facebook
    - Twitter
    - LinkedIn
    - YouTube
  - In-Person Meetings
    - Town Halls
    - HOA meetings
- News Flashes
  - Newsletter (new!)
  - Regroup
  - Live and recorded video
  - Non-digital media (fliers, hangers)
  - Press releases

5.2 Develop & Implement a Proactive Communication Strategy										
5.2.2	Develop and implement a communications strategy and marketing program (logo/branding)									
5.2.4	Create collaborative partnerships with schools, FORHA, business organizations and governments									
5.2.5	Develop and implement live stream and video capabilities for council meetings									

Current Strategic Action Plan

# Communication Department Priorities and Projects

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Develop and Implement a Proactive Communication Strategy	
5.2.1	Create, Coordinate, and Lead Strategic Communication Efforts
5.2.2	Develop Brand Identity and Credibility
5.2.3	Create Opportunities for Resident Engagement & Participation
5.2.4	Provide Transparent and Timely Communication to Media and Public
5.2.5	Ensure a well-informed City Workforce



## 5.2 | Develop & Implement a Proactive Communication Strategy

### **Building Multimedia Strategies**

The goal of any media is to provide an additional avenue to communicate important updates to the community, and to highlight the character and personality of the City as one that is closely connected to the values that the residents of Fair Oaks Ranch share. As new avenues to disseminate information are created and acquired, the City will ensure all communications disseminated will serve to affirm the City's authority and credibility in all things related to governance, community, and resident safety.

### **Increasing Awareness**

We will begin to establish the City as a focal point of the community by engaging with current community organizations both on- and offline, sharing community events, and being an information hub for family-oriented activities and events that occur in the City or surrounding counties. Our goal should be to increase awareness of city services and how they improve resident lives. We will also share important news, safety, and voter information as it relates to residents.

### **Establishing Community**

The City of Fair Oaks Ranch on- and offline communications will be all about establishing a sense of community and togetherness. Content should not only show city workers as they take care of essential duties, but also as they interact with the community or how a project was motivated by and connected to community input. Content should be presented to show the City of Fair Oaks and its workers as relatable, amenable, and engaged in the needs and wants of the residents primarily, but also businesses and community organizations.



Create,  
Coordinate, and  
Lead Strategic  
Communication  
Efforts

5.2.1

## Projects

- Establish Quarterly Meetings with Department Heads (March 2023)
- Establish Monthly Departmental Communications Meetings (January 2023)
- Publish and promote vision, mission, and goals on Web platforms (February 2023)
- Establish Guidelines Regarding City Events (February 2023)



## Develop Brand Identity and Credibility

# 5.2.2

### Projects

- Establish Core Messages that Showcases Community Character (July 2023)
- Modernize Brand (December 2023)
- Highlight City Council Members, City Staff, and City Leadership (March 2024)
- Implement Website Redesign (August 2023)
- Develop and Disseminate City Style Guide (February 2024)
- Develop and Implement a Gateway Signage Program (June 2024)



## Create Opportunities for Resident Engagement & Participation

### 5.2.3

#### Projects

- Solicit Resident Feedback Including Focus Groups on Branding (June 2023)
- Develop Community Polls (January 2025)
- Promote Town Hall meetings (January 2023)
- Develop and Analyze Digital Media Metrics (December 2022)
- Disseminate a Community Survey of City Services (July 2024)



## Provide Transparent and Timely Communication to Media and Public

# 5.2.4

### Projects

- Publish an Internal Editorial Calendar (March 2023)
- Publish Monthly Newsletter (March 2024)
- Promote Emergency Communications Platform (December 2023)
- Establish Regular Meetings with Media and Other Information Sharing Organizations (April 2023)
- Develop a Process For Distributing Press Releases (March 2023)
- Designate a Public Information Officer (January 2023)



## Ensure a Well-Informed City Workforce

# 5.2.5

### Projects

- Coordinate Bi-Annual All Staff Meetings (November 2023)
- Incorporate Staff Training Regarding City Services and Events (May 2023)
- Reinforce Internal Brand Utilization (May 2024)
- Develop Campaigns on City Benefits, Training & Development, and Safety (April 2024)
- Develop Mechanisms to regularly communication City Initiatives, Council Policy and Management Updates (May 2023)



# Track Progress and Success; Reevaluate



# Key Performance Indicators

Outside Media	
Media Coverage	Who reacted to releases or news coming from the City.
Sentiment	The sentiment of mentions, articles, or interviews.
Newsletters/NewsFlash/Regroup	
Subscribers	Number of people who have signed up.
Open rate	Number of times communication has been opened.
CTR	Percentage of those who click on a link within communication.
Website	
Unique Visits	Number of distinct visitors to website.
Page Views	Number of times a page has been viewed.
Top Pages	Top pages viewed by visitors.
Search Term	Top search terms.
Time on site	The average amount of time a user spends on site.



KPI	Purpose	How to Measure
Likes	The number of times someone interacted with a post positively by clicking the channels "Like" button.	Total number of likes
Total Number of Followers/Fans	How many people are following our social media pages at a set time.	Follower/Fan Count
Reach	Measures the number of people who have seen a post since it went live.	Total Reach
Shares	Measures the number of people who have shared (or retweeted) a post to their page or followers.	Total shares

KPI	Purpose	How to Measure
Comments (negative comments)	Shows when a user has commented on a post, and how many of the comments were negative.	Total #of comments (only negative comments)
Total # of posts	How many times has our social media channel posted during a set period	Total # of posts
Amplification Rate (ARP)	This is the rate of your followers who are sharing your content with their own followers. High amplification rates show that your followers want to be associated with us.	$\frac{\text{Total Post Shares}}{\text{Total Followers}} \times 100 = \text{ARP}$

KPI	Purpose	How to Measure
Engagement Rate Percentage (ERP)	Shows how engaging our content is on our social channels.	$\frac{\text{Likes+Comments+Shares}}{\text{Total Followers}} \times 100 = \text{ERP}$
Growth Rate Percentage (GRP)	Audience growth rate demonstrating how follower count is changing over time.	$\frac{\text{New Followers}}{\text{Total Followers}} \times 100 = \text{GRP}$
Average Post Reach Percentage (PRP)	The average number of people who seen a post over a set period of time. It gives you an idea of how well our content performs with our audience and within the algorithm.	$\frac{\text{Total Post Reach}}{\text{Total \# of Posts}} \div \frac{\text{Total Page Likes}}{\text{Days in month}} = \text{APRP}$

# Next steps

1

Collect feedback and  
build out strategic  
plan

2

Develop Key  
Performance  
Indicators, establish  
baselines, and  
report

3

Develop operational  
plan (resources and  
budgets)

4

Execute plan!

# Questions?

Strategic Communications Plan



# Strategic Communications Plan

## Project Status

## OPERATIONAL EXCELLENCE PRIORITY AREAS AND PROJECTS

5.2	Develop and Implement a Proactive Communication Strategy	2022	2023	2024	2025
5.2.1	<b>Create, coordinate, and lead Strategic Communication efforts</b>				
5.2.1.1	Establish Quarterly Meetings with Department Heads				
5.2.1.2	Establish Monthly Departmental Communications Meetings				
5.2.1.3	Publish and Promote Vision, Mission, and Goals on Web platforms				
5.2.1.4	Establish Guidelines Regarding City Events				
5.2.2	<b>Develop Brand Identity and Credibility</b>				
5.2.2.1	Establish Core Messages that Showcases Community Character				
5.2.2.2	Modernize Brand*				
5.2.2.3	Highlight City Council Members, City Staff, and City Leadership				
5.2.2.4	Implement Website Redesign*				
5.2.2.5	Develop and Disseminate City Style Guide*				
5.2.2.6	Develop and Implement a Gateway Signage Program*				
5.2.3	<b>Create Opportunities for Resident Engagement &amp; Participation</b>				
5.2.3.1	Solicit Resident Feedback Including Focus Groups on Branding				
5.2.3.2	Develop Community Polls*				
5.2.3.3	Promote Town Hall Meetings				
5.2.3.4	Develop and Analyze Digital Media Metrics				
5.2.3.5	Disseminate a Community Survey of City Services*				
5.2.4	<b>Provide Transparent and Timely Communication to Media and Public</b>				
5.2.4.1	Publish an Internal Editorial Calendar				
5.2.4.2	Publish Monthly Newsletter*				
5.2.4.3	Promote Emergency Communication Platform				
5.2.4.4	Establish Regular Meetings with Media and Other Information Sharing Organizations				
5.2.4.5	Develop Process for Distributing Press Releases*				
5.2.4.6	Designate a Public Information Officer				
5.2.5	<b>Ensure a Well-Informed City Workforce</b>				
5.2.5.1	Coordinate Bi-Annual All Staff Meetings				
5.2.5.2	Incorporate Staff Training Regarding City Services and Events				
5.2.5.3	Reinforce Internal Brand Utilization*				
5.2.5.4	Develop Campaigns on City Benefits, Training & Development, and Safety				
5.2.5.5	Develop Mechanisms to Regularly Communicate City Initiatives, Council Policy, and Management Updates				

\* Major Project



## CITY COUNCIL WORKSHOP ITEM

### CITY OF FAIR OAKS RANCH, TEXAS

December 15, 2022

AGENDA TOPIC: Workshop to discuss and frame the Q1 Transportation Town Hall meeting.

DATE: December 15, 2022

DEPARTMENT: Administration

PRESENTED BY: Tobin E. Maples, AICP, City Manager  
Grant Watanabe, P.E., Director of Public Works & Engineering Services

### **INTRODUCTION/BACKGROUND:**

Service delivery in a comprehensive planning model begins with an understanding of how developing and administering policies and controls reflect the values of the community. Effective public engagement requires proactive leadership through the communication of information, seeking clarity of issues to address, ensuring familiarity with city operations, and a committed approach to discover the City's capacities and assets. A public engagement component that provides local leaders with some level of comfort for their policy decisions and ensures stakeholders (citizens) are satisfied with delivery and outcomes. The intent of this planning model is to facilitate Planning *with* the citizenry rather than Planning *for* the citizenry. In this vein, the City Council has committed to leading one Town Hall meeting *per* quarter during FY 22-23.

The purpose of this workshop item is to provide City Council with an opportunity to frame the agenda (goals and objectives) for the Q1 Town Hall. Scheduled for January 24, 2023, the Q1 Town Hall will focus on Transportation in and around the city.

To initiate the discussion, a "draft" agenda will be disseminated prior to the meeting.

### **POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

This proposed town hall corresponds with Priority 3.4 of the Strategic Action Plan to Enhance and Ensure Continuity of Reliable Roadway Improvement Initiatives. The objective includes the following Projects

- 3.4.1 – Develop a Roadway Master Maintenance and Rehabilitation Capital Improvement Plan
- 3.4.2 – Assess the annual road maintenance program
- 3.4.3 – Conduct a long-term road condition analysis
- 3.4.4 – Evaluate, implement, and maintain and road rehabilitation plan

This item also corresponds with Priorities 2.2. and 2.3 to Implement and update Infrastructure Master Plans and Enhance Local Mobility and Multimodal Connectivity. Finally, a town hall will provide the following benefits.

- Provides an opportunity to hear diverse perspectives that represent our community
- Provides an opportunity to consult with the citizenry to establish citizen driven initiatives
- Provides an opportunity to articulate City Council expectations, maximize opportunities for success, and engaged through a value-add stakeholder process

**LONG-TERM FINANCIAL & BUDGETARY IMPACT:**

TBD

**LEGAL ANALYSIS:**

Not applicable.

**RECOMMENDATION/PROPOSED MOTION:**

Provide staff with insight and direction regarding the “draft” agenda for the Q1 Transportation Town Hall meeting.



## CITY COUNCIL WORKSHOP ITEM

### CITY OF FAIR OAKS RANCH, TEXAS

### December 15, 2022

AGENDA TOPIC: Development of the City Manager's Evaluation Form

DATE: December 15, 2022

DEPARTMENT: City Council

PRESENTED BY: Gregory C. Maxton, Mayor

#### **INTRODUCTION/BACKGROUND:**

In the past, City Council used a form titled "Exempt Performance Evaluation" to conduct a yearly evaluation of the City Manager. This form allowed for the rating of the City Manager in multiple areas which were mainly concentrated on personal attributes of performance.

After research, there is no standard process or form that is utilized by city governments for the evaluation of City Managers. There are many examples of evaluation forms that can be found, many are very simple and mainly focus on City Council's interaction with the City Manager.

The evaluation should contain performance goals, objectives and targets that are linked to the elected body's established strategic plans, goals and priorities and it should focus on the City Manager's degree of progress towards their accomplishment.

The key to the evaluation process is communications. In a relationship of trust and support, Council Members and the City Manager should have an honest dialogue about what is being accomplished, where the gaps may be, and how to maintain or improve operations of the organization.

The included evaluation form to this agenda item includes a way for reviewing the personal leadership qualities of the City Manager while also taking into account the quality of services provided by the City and the accomplishment of goals and objectives tied to the Strategic Action Plan.

The included form is provided as a starting point for Council's discussion.

The purpose of this agenda item is to decide on what the City Council wants included as part of the City Manager's Evaluation Form.

- a. Are the primary areas (Parts 1-6) the right areas needed as part of an evaluation?
- b. With any adjustments to the primary areas, what should be included in each part?

We will meet the goal of this agenda item if we conclude tonight's workshop with a 95% solution of what should be included on the evaluation form. Adjustments from this evening's discussion will be made and final form will be brought back to council for review and approval.

#### **POLICY ANALYSIS/BENEFIT(S) TO CITIZENS:**

Regular performance evaluations ensure quality services for the city and the ability to pivot direction as needed.

**LONG-TERM FINANCIAL & BUDGETARY IMPACT:**

N/A

**LEGAL ANALYSIS:**

N/A

**RECOMMENDATION/PROPOSED MOTION:**

No motion required on this workshop item.

# Practices for Effective Local Government Leadership

*ICMA delivers the latest research in the 14 core areas critical for effective local government leadership and management.*

ICMA University is the premier resource for local government leadership and management training. Our programs are designed to advance your career, enrich your community, and contribute to your professional fulfillment. ICMA's online workshops and programs bring the latest research from leading experts to your office. Our conferences and in-person workshops allow you to network with colleagues and exchange ideas. All ICMA University programs are drawn from the 14 core competencies that members have determined are essential to local government leadership and management.

ICMA's professional development programs encourage local government professionals to think in terms of leading the organization and not just managing the organization. Leadership is engaging with and inspiring others to participate in developing, achieving, articulating, and embodying a shared set of values, shared sense of purpose, and shared vision of the desired community outcome. Leadership requires professionals who are highly interpersonally competent as well as self-aware.

ICMA also recognizes the leadership role of local government managers in creating and maintaining resilient and livable communities. Through the responsible stewardship of public resources, our communities will retain the economic, environmental, and social capital needed to prosper for future generations.



## 1. PERSONAL AND PROFESSIONAL INTEGRITY

Being fair, honest, and ethical in all personal and professional relationships and activities

**Leadership** dimensions that contribute to this core content area are:

- Fostering ethical behavior throughout the organization through exemplary personal actions
- Ensuring the decision-making model reflects integrity, honesty, and openness.

**Management** dimensions that contribute to this core content area are:

- Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the ICMA Code of Ethics and the policies of your local government to maintain public confidence in the profession and local government
- Performing official and personal affairs in a manner that clearly conveys that you cannot be improperly influenced
- Fostering ethical behavior throughout the organization through staff training on administrative ethics and the ICMA Code of Ethics
- Holding staff accountable and instilling accountability into operations
- Communicating ethical standards and guidelines to others.

## 2. COMMUNITY ENGAGEMENT

Ensuring and managing community involvement in local government to support good decision making

**Leadership** dimensions that contribute to this core content area are:

- Building relationships among local, state, and federal elected and appointed officials to advocate for the community
- Ensuring robust public outreach in the policy-making process
- Respecting the governing body's role in setting direction and vision, and helping staff and the community understand the governing body's role in the democratic process
- Working to promote civility in public discourse
- Advocating for diverse viewpoints to be considered and helping the organization seek them out when they appear to be missing.

**Management** dimensions that contribute to this core content area are:

- Understanding the perspectives of elected officials and being mindful of competing public values in policy recommendations
- Learning and respecting a community's history with various political, social, and economic issues
- Engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes
- Understanding emerging technologies that are designed to promote open dialogue between local government and constituents
- Employing a range of engagement, positive communication, and conflict resolution methods.

## 3. EQUITY AND INCLUSION

Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community

**Leadership** dimensions that contribute to this core content area are:

- Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making
- Taking a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably improve the quality of life for all.

**Management** dimensions that contribute to this content area are:

- Driving measures, goals, and plans around diversity, equity, and inclusion within your organization and community; communicating the vision for why and how achieving these goals will improve the organization and service delivery
- Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations
- Educating the organization on common behaviors that advance diversity and inclusion efforts and address implicit biases
- Being aware of and acknowledging culturally significant events and holy days for employees and community members
- Creating opportunities for employees and community members to learn about each other's cultural backgrounds, lives, and interests; building relationships through increased understanding.

## 4. STAFF EFFECTIVENESS

Taking responsibility for the development, performance, and success of employees throughout the organization

**Leadership** dimensions that contribute to this core content area are:

- Energizing the team to reach a higher level of performance
- Providing the team with a sense of direction and purpose, and balancing the big picture framework with day-to-day operations
- Prioritizing collaboration and efforts that create a shared sense of success
- Being a role model and demonstrating behavior expected by others
- Developing an environment where staff are encouraged to learn new skills and try new ideas
- Developing meaningful connections with people at all levels of the organization
- Facilitating teamwork.

**Management** dimensions that contribute to this core content area are:

- Setting clear expectations for the organization and work groups
- Creating an empowering work environment that encourages responsibility and decision making at all organizational levels
- Delegating: assigning responsibility to others and relying on staff
- Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potential
- Conducting effective performance evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others' developmental needs and available ways to address those needs
- Creating a positive atmosphere where interactions are based in respect and professionalism.

## 5. PERSONAL RESILIENCY AND DEVELOPMENT

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity

**Leadership** dimensions that contribute to this core content area are:

- Modeling healthy work habits to your employees
- Modeling a healthy lifestyle to your employees
- Actively encouraging a personal and professional growth and development mindset throughout the organization
- Seeking and providing support when career setbacks occur.

**Management** dimensions that contribute to this core content area are:

- Periodically establishing personal development goals

- Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted others on their assessment of your work-life balance or integration
- Continually practicing mindfulness of your stress levels
- Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge.

## 6. STRATEGIC LEADERSHIP

Defining and communicating a vision and leveraging all resources and tools to achieve it

**Leadership** dimensions that contribute to this core content area are:

- Creating, conveying, and instilling a unified vision and purpose by illustrating and providing examples of what the future will look like
- Fostering a safe place to take risks and initiative; serving as an example to others by applying lessons learned to future initiatives, decision making, and risk taking
- Examining the full scope of factors that influence an issue, determining calculated risks, and developing and using relationships and interpersonal skills to build consensus
- Implementing integrated solutions to complex problems that address the needs of all stakeholders
- Creating new and innovative strategies to deal with rapid change by assessing the environment, synthesizing strategies and plans, ensuring organizational direction and alignment, generating excitement in the workforce, and celebrating new ideas
- Thinking and acting to instill a culture of continuous improvement; moving the organization forward through consistent examination of methods and integration of new and innovative business trends
- Demonstrating high interpersonal competence and educating yourself on fundamental concepts such as self-awareness, judgment, emotions, power, resistance to change, and trust.

**Management** dimensions that contribute to this core content area are:

- Sharing, supporting, and advocating the organization's mission and vision by developing and communicating the vision to staff and others
- Creating an environment through coaching that encourages others to address complex problems using a strategic approach
- Providing resources and training to support creative innovation and problem-solving and seeking opportunities for improvement as well as new initiatives.

## 7. STRATEGIC PLANNING

Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives

**Leadership** dimensions that contribute to this core content area are:

- Ensuring the organization is focused on the core mission, plans are implemented, and resources are available to achieve the plan's goals and objectives.
- Ensuring that the social responsibility of the organization is well understood and forms part of the planning process
- Making sure the plan ties all parts of the organization together and that everyone sees themselves in the plan and is invested in the plan
- Making sure that the planning process is highly participative, involves all levels of the organization, has strong support from the elected officials and the community, and coalesces everyone around the plan
- Building an integrated planning system that begins with the community and flows to corporate, operational, and individual plans. Plan examples include short- and long-term financial, human resource and workforce, enterprise-wide technology, capital improvement and asset management, and community.

**Management** dimensions that contribute to this core content area are:

- Carrying out the planning process incorporating the needs of all stakeholders, including input from the community, elected officials, and staff
- Completing an environmental scan and assessment of organizational strengths, weaknesses, opportunities, and threats including major economic, social, and competitive factors
- Developing a vision and mission for the organization that are aspirational and reflect the organization's social responsibility
- Ensuring that organizational values are incorporated into strategy and plans at all levels
- Determining goals and key strategic objectives and indicators
- Completing a strategic planning document
- Implementing the strategic plan
- Assessing the results of the planning effort through data collection and measurement and benchmarking of performance
- Ensuring necessary improvements to processes and systems so that attainment of goals and objectives is possible.

## 8. POLICY FACILITATION AND IMPLEMENTATION

Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives

**Leadership** dimensions that contribute to this core content area are:

- Assessing the environment to determine the best approach or style for championing a project to success
- Maintaining perspective and focus on both short- and long-term outcomes
- Listening to identify core interests and build cooperation and consensus among and within diverse groups
- Helping diverse groups identify common goals and act effectively to achieve them
- Energizing a group: acting as a stimulus for group action
- Demonstrating courage and taking responsibility for advancing the policy discussion
- Knowing when to lead others and when to follow the lead of others
- Accepting and implementing elected officials' decisions that run counter to your recommendations
- Being politically savvy: recognizing and navigating relationships to influence and achieve positive results
- Understanding the political environment and the impact of decision making on diverse groups.

**Management** dimensions that contribute to this core content area are:

- Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community
- Understanding the policy cycle, including problem definition, data gathering, development and analysis of alternatives, and ranking and recommendations
- Communicating sound information and recommendations
- Developing fact sheets, issue briefs, and other materials to provide information to decision makers and other stakeholders
- Respecting the role and authority relationships between elected and appointed officials
- Recognizing interdependent relationships and multiple causes of community issues
- Anticipating the consequences of policy decisions and their link to strategy
- Acting as a neutral party in the resolution of policy disputes; using mediation and negotiation techniques
- Identifying core initiatives, long-term trends, and policy issues to support and enhance the success of local government
- Participating in national, state, provincial, regional, and local policy discussions.

## 9. COMMUNITY AND RESIDENT SERVICE

Discerning community needs and providing responsive, equitable services

**Leadership** dimensions that contribute to this core content area are:

- Convening, encouraging, and ensuring that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues
- Celebrating participation and engagement of the community
- Building a culture of transparency throughout the organization
- Making difficult funding recommendations and building consensus when needed, taking service equity into consideration
- Understanding that different approaches are needed to account for different needs.

**Management** dimensions that contribute to this core content area are:

- Adopting a variety of data collection methods to determine community and resident needs and to inform decision making
- Using technology to build an open and engaging relationship between residents and their government
- Employing various communication methods, including social media, to ensure transparency and to tell the story of local government services and performance
- Providing complete, accurate, and timely information.

## 10. SERVICE DELIVERY

Understanding the basic principles of service delivery, using strategic decision making and continuous improvement to serve the organization and community, and influencing the components and relationships between operational areas

**Leadership** dimensions that contribute to this core content area are:

- Championing and supporting comprehensive plans and quality standards for service delivery and efficiency
- Anticipating the probability and impact of external influences on the organization, community, and individual service levels; initiating change to harness positive impacts and mitigate negative impacts
- Identifying strategic decisions required to pivot current resources and policies to achieve a desired future state
- Holding managers and staff accountable for measuring performance, using data to improve services, sharing data with other communities, and using data to communicate with constituents and tell a story
- Building a culture that values high performance and continuous improvement.

**Management** dimensions that contribute to this core content area are:

- Understanding the basic principles of service delivery in functional areas
- Systems planning: Understanding the processes by which functional and operational systems can impact the ability to grow jobs and improve the economy, to control cost of government, and to improve quality of life; recognizing that systems are interrelated and interdependent and must work in a coordinated fashion in order to maintain long-term community vitality
- Asking the right questions of functional experts to ascertain service delivery needs and corresponding solutions
- Understanding the roles and responsibilities of all levels of management and aligning those with the broader mission and vision of the organization
- Identifying the interconnectivity within the organization and with other levels of government—horizontal integration and collaboration—to create opportunities to improve service or efficiency
- Identifying, gathering, and reporting performance measures in a manner that is meaningful, understandable, and efficient; using data to lead and manage the organization and deliver results.

## 11. TECHNOLOGICAL LITERACY

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access

**Leadership** dimensions that contribute to this core content area are:

- Remaining future oriented to anticipate how new developments in technology can be applied to local government
- Being a change agent, role model, and advocate for technology innovation that improves the organization and community
- Engaging the users of technology in decision making about the tools they use to serve the community and accomplish tasks
- Sharing data and technology with other communities to improve delivery of service and, ultimately, quality of life.

**Management** dimensions that contribute to this core content area are:

- Identifying the organization's technology needs and devising strategic plans to meet those needs
- Managing technology resources to maintain up-to-date systems, software, and infrastructure; establishing a business continuity plan
- Ensuring security of information technology systems
- Continually exploring work process and process improvements; automating only effective processes.

## 12. FINANCIAL MANAGEMENT AND BUDGETING

Implementing long-term financial analysis and planning that integrates strategic planning and reflects a community's values and priorities; preparing and administering the budget

**Leadership** dimensions that contribute to this core content area are:

- Supporting transparency in financial planning and budget development by involving the community to identify goals and prioritize spending
- Building financial resiliency by analyzing risk, anticipating future trends and challenges, and planning for the unexpected
- Using the budget to tell a story and as a vehicle to connect with and inform the community
- Understanding the community and governing body's priorities and advancing them through the budget and short- and long-term financial planning and management
- Communicating and working collaboratively with departments and stakeholders throughout the budget process and through ongoing financial management
- Ensuring the governing body is well informed about its fiduciary responsibilities.

**Management** dimensions that contribute to this core content area are:

- Implementing short- and long-term financial analysis and planning
- Preparing accurate and understandable capital and operating budgets
- Providing information for effective budget and financial planning decisions by elected officials and other stakeholders
- Administering the adopted budget and ensuring accountability for spending
- Taking responsibility for preventing fraud in the system
- Engaging in strategic planning to direct the development of goals and the budget document
- Engaging employees across the organization in strategic planning, budget development, and ongoing budget management
- Measuring performance and assessing the results of spending
- Understanding investments and best practices of government finance officers
- Interpreting financial information to assess the short- and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.

### 13. HUMAN RESOURCES MANAGEMENT AND WORKFORCE ENGAGEMENT

Ensuring that the policies and procedures of the organization are applied consistently and fairly, and motivating and engaging the workforce to its highest potential

**Leadership** dimensions that contribute to this core content area are:

- Encouraging each employee to be focused on personal growth; proactively providing professional and leadership development opportunities for staff
- Modeling the organization's values
- Building a culture of trust and inclusiveness in which employees understand the big picture and how their positions fit within it
- Ensuring that hiring practices are open and transparent and that diversity goals are acted upon
- Actively engaging employees in the development of a high-performance organization
- Forecasting the needs of the workforce and institutionalizing succession planning.

**Management** dimensions that contribute to this core content area are:

- Understanding the organization's policies and procedures, making sure that they remain current, and ensuring that they are applied consistently
- Understanding the collective bargaining process
- Keeping current on trends in human resources management
- Understanding employee and employer rights and responsibilities and applicable laws and regulations
- Providing for continuous education and improvement, including coaching, mentoring, and access to professional and leadership development
- Recruiting, retaining, and developing a talented workforce
- Aligning the organization's human capital with the strategic objectives of the governing body.

### 14. COMMUNICATION AND INFORMATION SHARING

Effectively facilitating the flow of ideas, information, and understanding

**Leadership** dimensions that contribute to this core content area are:

- Articulating personal support for policies, programs, or ideas that advance organizational and community objectives
- Practicing emotional intelligence, including understanding and managing your own and others' emotions and harnessing emotions to apply them to tasks like thinking and problem solving
- Using verbal and nonverbal communication and cues to inspire and motivate
- Effectively communicating with elected officials
- Maintaining poise and composure while presenting in emotionally charged and crisis situations
- Understanding your environment; knowing when to engage and when not to engage
- Building a culture of transparency in the organization that facilitates effective information sharing across the entire organization and community
- Strategically supplementing the organization's communication tools to provide the most effective outreach opportunities.

**Management** dimensions that contribute to this core content area are:

- Clearly and articulately conveying a message to diverse audiences who have different levels of understanding of the content
- Selecting the most effective communication methods and using interesting and compelling tools to share information, including story telling
- Communicating and sharing information respectfully, credibly, and confidently
- Communicating complex material in a nontechnical way

- Anticipating things that can go wrong and preparing accordingly
- Demonstrating a solid grasp of the subject matter
- Understanding, appreciating, and interacting with persons from cultures or belief systems other than one's own
- Providing accurate information in a timely manner
- Training staff on how to appropriately and effectively communicate with various stakeholders, including traditional and social media, with one message and one voice, and in compliance with community protocols
- Preparing a crisis communication protocol
- Establishing positive working relationships with the media and other key information-sharing outlets
- Understanding and training staff on the importance of appropriate compliance with public records requests.

**City Manager Evaluation**  
**City of Fair Oaks Ranch**  
**Appraisal Period: September 20XX – August 20XX**

**Employee's Name:** (Insert Name)

**Date:** (Date Complete)

**Title:** City Manager

**Department:** Administrative

**Purpose:** Evaluations are a tool to communicate what we are doing well, identify areas for improvement and to assess performance related to identified goals for the rating period. The overall objective is to continue to improve the operations of the City of Fair Oaks Ranch. The City Manager is the chief administrator of the City and is responsible to City Council for the proper and efficient management of the affairs and day-to-day operations of the City. City Council's evaluation of the City Manager is not just to review his/her personal attributes but should also consider the quality of essential services provided to residents and the accomplishment of long-term goals for the future of our City.

**Part 1: Leadership:** This section of the evaluation will review the personal aspects of the City Manager and how he accomplished his responsibilities. These are leadership skills and reflect a wide range of interpersonal and other relationship factors which should be demonstrated in the performance of daily duties. This portion is not limited to the areas for consideration provided. ICMA Practices for Effective Local Government Core Competencies (*Leadership*) should be considered in the evaluation of this section.

**Part 2: Service Delivery Management:** This section of the evaluation will review how the City Manager provided management of the day-to-day activities of the City, implemented, and executed the policies established by the elected City Council. ICMA Practices for Effective Local Government Core Competencies (*Management*) should be considered in the evaluation of this section.

**Part 3: Strategic Plan Objectives:** This section of the evaluation will measure the progress on defined agreed upon annual objectives aligned to the City's Strategic Action Plan. This is an assessment on the tactical completion of objectives defined at the beginning of the rating period to what was completed at the end of the rating period. Areas evaluated in this section will align with the Pillars of the Strategic Action Plan.

**Part 4: Performance Objectives:** This section of the evaluation will measure the City Manager's progress on Performance Objectives identified for the current evaluation period and will identify the Performance Objectives for the next rating period.

**Part 5: Council Signatures:** This section includes the signatures of all Council Members acknowledging that they have reviewed this performance evaluation with the City Manager, and he/she has had an opportunity to discuss the specifics of this evaluation with Council. This section will also include proposed changes to City Manager Employment Agreement.

**Part 6: City Manager Signature and Comments:** This section includes the signature of the City Manager acknowledging the receipt of the evaluation and that he/she have been given the opportunity to discuss it with the City Council. This section will also include City Manager comments.

### Part 1: Leadership Evaluation

This section of the evaluation will review the personal aspects of the City Manager and how he accomplished his responsibilities. These are leadership skills and reflect a wide range of interpersonal and other relationship factors which should be demonstrated in the performance of daily duties. This portion is not limited to the areas for consideration provided.

#### ICMA Core Competencies (*Leadership*) for Consideration for Each Relationship Area

- |                                                       |                                         |                         |                                         |
|-------------------------------------------------------|-----------------------------------------|-------------------------|-----------------------------------------|
| 1. Personal and Professional Integrity                | 2. Community Engagement                 | 3. Equity and Inclusion | 4. Staff Effectiveness                  |
| 5. Personal Resiliency and Development                | 6. Strategic Leadership                 | 7. Strategic Planning   | 8. Policy Facilitation & Implementation |
| 9. Community and Resident Service                     | 10. Service Delivery                    | 11. Technology Literacy | 12. Financial Management & Budgeting    |
| 13. Human Resources Management & Workforce Engagement | 14. Communication & Information Sharing |                         |                                         |

#### Relationship and Interaction with City Council, Boards and Commissions

- ☐ Exceeds Expectations
 ☐ Met Expectations
 ☐ Partially Met Expectations
 ☐ Did not meet Expectations

#### Relationship and Interaction with City Staff and Contracted Third Parties

- ☐ Exceeds Expectations
 ☐ Met Expectations
 ☐ Partially Met Expectations
 ☐ Did not meet Expectations

#### Relationship and Interaction with City Residents

- ☐ Exceeds Expectations
 ☐ Met Expectations
 ☐ Partially Met Expectations
 ☐ Did not meet Expectations

#### Relationship and Interaction with Intergovernmental or Agencies outside the City

- ☐ Exceeds Expectations
 ☐ Met Expectations
 ☐ Partially Met Expectations
 ☐ Did not meet Expectations

**Comments on Leadership Qualities:** (The standard rating is "Met Expectations", any other selection above requires justification here)

### Part 2: Service Delivery Management Evaluation

This section of the evaluation will review how the City Manager provided management of the day-to-day activities of the City, implemented, and executed the policies established by the elected City Council to meet City Resident expectations.

#### ICMA Core Competencies (*Management*) for Consideration for Each Service Delivery Area

- |                                                       |                                         |                         |                                         |
|-------------------------------------------------------|-----------------------------------------|-------------------------|-----------------------------------------|
| 1. Personal and Professional Integrity                | 2. Community Engagement                 | 3. Equity and Inclusion | 4. Staff Effectiveness                  |
| 5. Personal Resiliency and Development                | 6. Strategic Leadership                 | 7. Strategic Planning   | 8. Policy Facilitation & Implementation |
| 9. Community and Resident Service                     | 10. Service Delivery                    | 11. Technology Literacy | 12. Financial Management & Budgeting    |
| 13. Human Resources Management & Workforce Engagement | 14. Communication & Information Sharing |                         |                                         |

	Exceeded Expectations	Met Expectations	Partially Met Expectations	Did Not Meet Expectations
1. Public Safety (Police, Fire, EMS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Growth Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Water and Wastewater Mgmt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Management of City Roadways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Stormwater Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Municipal Court Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments on Service Delivery:** (The standard rating is "Met Expectations", any other selection above requires justification in this block)

### Part 3: Strategic Plan Objectives Evaluation

This section of the evaluation will measure the progress on defined agreed upon annual objectives aligned to the City's Strategic Action Plan. This is an assessment on the tactical completion of objectives defined at the beginning of the rating period to what was completed at the end of the rating period. Areas evaluated in this section will align with the Pillars of the Strategic Action Plan.

- a. Financial Integrity:** Securing Fair Oaks Ranch's future involves strengthening the city's financial condition by implementing strong management strategies within the organization. This priority also involves risk mitigation and identifying funding strategies to support City goals and initiatives.

**Priorities:**

- 1.1 Develop and Maintain a Budget Process that Links with the Strategic Action Plan
- 1.2 Develop a 5-Year Forecast
- 1.3 Develop a Risk Inventory and Mitigation Strategies
- 1.4 Develop a Sustainable Financing Strategies Aligned with Service Delivery Expectations
- 1.5 Ensure Continuity and Excellence of Financial Reporting Reliability

#### Objectives/Goals

#### Q2 Review

**Comments:**

#### Q3 Review

**Comments:**

#### Final Evaluation

- ☐ Exceeds Expectations
 ☐ Met Expectations
 ☐ Partially Met Expectations
 ☐ Did not meet Expectations

**Comments:**

**b. Responsible Growth Management:** Based on the Comprehensive Plan, the City will be experiencing significant growth over the next several years. The City and its leadership need to be active participants in addressing regional issues and planning efforts. The City also needs to be represented and visible at all legislative levels.

Priorities:

- 2.1 Manage the Physical Development of the City in Accordance with the Comprehensive Plan
- 2.2 Implement and Update Infrastructure Master Plan
- 2.3 Enhance Local Mobility and Multimodal Connectivity
- 2.4 Alignment of Proactive Place Making Strategies with the MDD
- 2.5 Develop Implement and Update Environmental Sustainability Program

**Objectives/Goals**

**Q2 Review**

Comments:

**Q3 Review**

Comments:

**Final Evaluation**

☐

Exceeds Expectations

☐

Met Expectations

☐

Partially Met Expectations

☐

Did not meet Expectations

Comments:

**c. Reliable and Sustainable Infrastructure:** Based on projected residential growth and local demand for resilient streets and utilities, the construction and maintenance of a high-quality public infrastructure is priority.

Priorities:

- 3.1 Enhance and Ensure Continuity of Reliable Water Resources in Accordance with CCN Obligations
- 3.2 Enhance and Ensure Continuity of Reliable Wastewater Treatment in Accordance with CCN Obligations
- 3.3 Enhance and Ensure Continuity of Reliable Drainage Improvement Initiatives
- 3.4 Enhance and Ensure Continuity of Reliable Roadway Improvement Initiatives
- 3.5 Enhance and Ensure Continuity of Reliable City Facilities

**Objectives/Goals**

**Q2 Review**

Comments:

**Q3 Review**

Comments:

**Final Evaluation**

☐

Exceeds Expectations

☐

Met Expectations

☐

Partially Met Expectations

☐

Did not meet Expectations

Comments:

**d. Public Health, Safety and Welfare:** Ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders and working to ensure continuity of 3rd party provided services.

Priorities:

- 4.1 Enhance and Ensure Continuity of Police Services
- 4.2 Develop a Long-Term Strategy for Continuity of Fire Services
- 4.3 Develop a Long-Term Strategy for Emergency Medical Services
- 4.4 Enhance and Maintain Public Safety Community Outreach Initiatives

#### Objectives/Goals

#### Q2 Review

Comments:

#### Q3 Review

Comments:

#### Final Evaluation

☐

Exceeds Expectations

☐

Met Expectations

☐

Partially Met Expectations

☐

Did not meet Expectations

Comments:

**e. Operational Excellence:** Government must have an awareness of citizens' needs while striving to provide the level of services that citizens desire. This can be achieved by managing the price of government, introducing innovative business practices, hiring quality employees, and leveraging partnerships to save resources

Priorities:

- 5.1 Evaluate and Implement Key HR Programs that Promote Organizational Design and Development
- 5.2 Develop and Implement a Proactive Communication Strategy
- 5.3 Evaluate and update Service Delivery Expectations and Best Practices
- 5.4 Develop, Implement and Sustain an IT Master Plan – Hardware
- 5.5 Develop, Implement and Sustain an IT Master Plan – Software
- 5.6 Develop, Implement and Sustain an IT Master Plan - Security

#### Objectives/Goals

#### Q2 Review

Comments:

#### Q3 Review

Comments:

#### Final Evaluation

☐

Exceeds Expectations

☐

Met Expectations

☐

Partially Met Expectations

☐

Did not meet Expectations

Comments:

### **Part 4: Performance Objectives Evaluation**

This section of the evaluation will measure the City Manager's progress on Performance Objectives identified for the current evaluation period and will identify Performance Objectives for the next rating period.

#### **Performance Objectives Identified by Council for This Rating Period**

#### **Q2 Review**

Comments:

#### **Q3 Review**

Comments:

#### **Final Evaluation**

☐

Exceeds Expectations

☐

Met Expectations

☐

Partially Met Expectations

☐

Did not meet Expectations

Comments:

**Performance Objectives Identified by Council for Next Rating Period**

DRAFT

### Part 5: City Council Signatures

We have reviewed this performance evaluation with the City Manager, and he has had an opportunity to discuss the specifics of this evaluation with us.

\_\_\_\_\_  
(Name)

Mayor

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 1

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 2

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 3

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 4

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 5

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name)

Council Member Place 6

\_\_\_\_\_  
Date

Proposed Changes to City Manager Employment Agreement:

**Part 6: City Manager Signature and Comments**

I acknowledge receipt of my evaluation and have been given the opportunity to discuss it with the City Council.

\_\_\_\_\_  
(Name)

City Manager

\_\_\_\_\_  
Date

City Manager Comments: