

MEMORANDUM

To: Mayor and City Council Members

From: Steve Parker
City Manager

Subject: Mid-Year Budget Amendment

Date: April 1, 2021

Each year, it has been the City policy to bring forth a mid-year budget amendment after the City's annual audit has been completed. This is typically where we budget for most of the City's capital outlay which are primarily more one-time in nature such as police cars and public works equipment. There is the occasional request for recurring expenses such as new positions if our numbers came out better than expected. Due to the Cares Act funding we received last year, some of last year's fire and police personnel expenditures were charged to that grant. This ultimately created additional fund balance reserves which allowed us to address a couple of personnel issues that I am requesting that we address at this time. This memo is to inform you of why we are requesting those items. The cost for each of these items can be found in the attached budget amendments.

PLANNING AND DEVELOPMENT -\$39,350 from General Fund and \$24,181 from Utility Fund

As you are aware, the City of Seguin is experiencing unprecedented growth as never seen before in our community. There are currently over 10,000 new housing units planned that are proceeding forward through the development process in residential developments throughout the city. The Planning & Codes Department has issued building permits for 866 of these housing units to date, most of which were issued within the last 18 months. That trend is not slowing down any time soon. Between January 1st and March 15th of this year alone 399 new lots have been created and recorded in the plat records. These are lots that are immediately available for new home construction. In addition, there are 890 lots that have already been approved by the Planning & Zoning Commission. As the subdivision improvements near completion, these lots will also be recorded and made ready for new home construction.

As new lots are created, building permits for new construction are issued and daily inspection requests continue to rise. The increases in average daily inspections over the last year are as follows:

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| Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb |
|-----|-----|-----|------|------|-----|------|-----|-----|-----|-----|-----|
| 34 | 40 | 44 | 50 | 61 | 79 | 77 | 78 | 81 | 83 | 89 | 93 |

In fact, last month we had a day with over 166 inspections requested in one day. The Planning & Codes Department is working diligently to keep up with the new workloads created by the growth impacting the city. The volume of building permits and inspections received by the department on a daily basis, however, has increased to a level beyond the abilities of the current staff. To maintain an acceptable level of service for our customers, it is critical to increase staff in the Planning & Codes Department. I am recommending that mid-year adjustments be proposed to City Council to allow the following changes to staff:

- Upgrade Permit Technician to Permits Supervisor
- Refill the Permit Technician vacancy following the promotion of current Permit Technician
- Add a Senior Building Inspector position

These changes will increase the department's ability to meet the demands of a growing community. The Permits Supervisor will oversee the daily operations of the Permit Center, draft critical updates and improvements to policies and processes, and serve as a liaison for interdepartmental coordination on local processes (specifically between the Utilities, Utility Billing, and Finance departments). The Permits Supervisor will also play a critical role in the major upgrade to the EnerGov software slated to begin in the next few months. The Permit Technician vacancy, following this upgrade, would need to be posted for a new hire to ensure workloads in the Permit Center can be managed appropriately as many new subdivisions begin constructing homes in Seguin.

The Senior Building Inspector position will also increase the abilities of the department. The Building Official conducts the building plan reviews, code compliance inspections, and meets with the general public on a daily basis to answer inquiries about the adopted building codes and building procedures. These are responsibilities that need to be shifted to another employee so that the Building Official can spend more time making improvements to the City's processes. The Building Official supervises four Building Inspectors. On the busiest days the Inspectors conduct up to 130 inspections collectively in a single day. The addition of a Senior Building Inspector is critical in balancing the existing workloads of the team. In addition to conducting building plan reviews and providing additional support to the Building Official, the Senior Building Inspector would conduct inspections as necessary on busy days and provide backup when an Inspector is out of the office. Currently, the Building Official is the backup Inspector when one of the Building Inspectors is out.

The Planning & Codes Department is starting two major projects this year in addition to handling the growth: the Master Comprehensive Plan and a major upgrade to the EnerGov software. These are critical projects that will require much of staff's time to complete. I think it is important to note that we are also implementing many efficiency improvements and are working with the local development team to do so. We have recently appointed a team of local developers/contractors and tradesman to work with us to recommend improvements to our processes such as the

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elimination of unnecessary inspections. I am extremely proud of my team and what they accomplish every day, but we require more staff in order to provide our customers with the level of service they need. Having a predictable and sustainable development process is key to a successful economic development program.

UTILITY DEPARTMENT- \$5,689 from Utility Fund

The Utilities Department is requesting an intern to supplement the work of our Utility System Application Analyst, over the next 3 months. This position will assist him with crucial but tedious background tasks associated with developing new mapping systems that help answer Quality of Service Metrics for the City of Seguin Utility Infrastructure. This additional resource will be utilized for the following reasons:

Major Projects Associated with answering quality of service questions can be grouped into the following:

Sewer/Water Projects:

- Assistance with building Metric Dashboard for Sewer Camera Truck
- Parse, sort, and group camera truck data using the Nearest Neighbor Algorithm to apply to sewer upgrade justification
- Give Superintendent a clear and updated view of Crew Progress

Electric Projects:

- Help identify the quantity of failed meters in the system and meter types to replace with new Aclara RF Meters
- Work with Aclara's technicians in the field and document in database the swap over process and develop the metrics
- Establish and maintain the database for the tree trimming crew and calculate the metrics associated, such as how many feet did, they cut this day, week, month

Utility Billing:

- Work with Utility Billing on technical documentation for managing the customer portal and quality of data as we continue to clean up data quality issues. Quality data issues cause inconsistent data in the Customer Portal. A very intense and tedious process

Inventory:

- Writing some new reports to track inventory and location in the warehouse and warehouse yard. Location and status should show up on new reports. Requested by Inventory manager

GIS Mapping:

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- Will assist on daily refactoring and maintenance of the Utility GeoDatabase that track all utility assets in the field
- Build several new GIS collector apps for the utility crews used for collecting assets in the field such as steel poles vs. wood poles.

Scada:

- Validate the security protocols at all 4 substations. Once again, a tedious process but necessary for safety of our crews.

INFORMATION TECHNOLOGY- \$3,999 from General Fund and \$3,999 from Utility Fund

Our Information Technology Department is requesting an upgrade of a position from IT Administrator to a title of Cybersecurity Manager. While the city has a good cybersecurity foundation, currently the department, and subsequently the city, has a reactive stance to rapidly evolving cybersecurity threats. Tools are in place to protect the private infrastructure and train staff, but we do not possess the resource availability to proactively manage the city's growing cybersecurity needs. As the program matures, more resource time is required to advance cybersecurity for the environment to best prepare and prevent these constantly evolving threats. A dedicated IT Security Manager would proactively govern, manage, and expand the existing cybersecurity program. Examples of this would be engaging with the resources available to local government, hardening the existing defense systems, cyber incident response/recovery mitigation plans, and establishing a security framework. Local and state governments have seen a rise in the number of cybersecurity threats over the past 5 years and this trend will continue to increase. Our goal will be to eventually have this position solely dedicated to cybersecurity. This will happen as we are able to add additional staff to this department.

WATER/WASTEWATER- \$12,139 from Utility Fund

The Director of Water/Wastewater Utilities is requesting that the Water and Wastewater Superintendent positions be upgraded to Managers which will provide the Water / Wastewater Utility department with a viable succession plan for the Director position. In addition, the essential functions of each position will increase to include responsibilities associated with the City's new asset management system driving capital improvement projects for critical water / wastewater infrastructure. Moreover, the upgraded position will include responsibilities associated with a new Utility Workorder management system / software designed to capture various performance metrics and a measure of efficiency for the City's Utility Operations group. The implementation of this software is critical to inventory control and resource management. This will, in our opinion, create pay equity when compared to similar positions within the City.

GOLF- \$6,000 from Golf Fund

As FY 2020-21 started in October, we were operating with a higher rate of play than in years past. The increased number of rounds along with the good weather in November through February has led to the need to alter how we did our scheduling over the past few years, specifically the number

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of shifts (worker) required on the now busier days. In the past, the scheduled shift length was greatly reduced due to the bad or colder weather or fewer rounds that would allow the Pro Shop to close much earlier than normal or eliminated the need for some shifts all together. Currently, the Pro Shop Assistant- Part-Time, has an allocation of 4700 hours for the fiscal year. These hours are spread across 6 people we have in that position. Except for the one week of the winter storm in February 2021, we have not had the number of reduced or eliminated shifts that we have had in the past where we recover time to use in the future. We are requesting an additional 300 hours to help resolve this staffing issue.

I wanted to thank you for considering these items as I feel they are critical to our continued success especially the Development Services positions. Please review the actual City agenda for a complete list of the one-time capital items that are proposed.