

**State of Texas  
County of Bexar  
City of San Antonio**



**Meeting Minutes  
City Council Budget Work Session**

Council Briefing Room  
City Hall  
100 Military Plaza  
San Antonio, Texas 78205

**2023 – 2025 Council Members**

Mayor Ron Nirenberg  
Dr. Sukh Kaur, Dist. 1 | Jalen McKee-Rodriguez, Dist. 2  
Phyllis Viagran, Dist. 3 | Dr. Adriana Rocha Garcia, Dist. 4  
Teri Castillo, Dist. 5 | Melissa Cabello Havrda, Dist. 6  
Marina Alderete Gavito, Dist. 7 | Manny Pelaez, Dist. 8  
John Courage, Dist. 9 | Marc Whyte, Dist. 10

**Tuesday, August 27, 2024**

**9:00 AM**

**Council Briefing Room**

The City Council convened a Budget Work Session in the Council Briefing Room beginning at 9:05 A.M. City Clerk Debbie Racca-Sittre took the Roll Call noting a quorum with the following Council Members present:

**PRESENT: 10** – Nirenberg, McKee-Rodriguez, Viagran, Rocha Garcia, Castillo, Cabello Havrda, Alderete Gavito, Pelaez, Courage, Whyte

**ABSENT: 1** -- Kaur

**ITEMS**

1. Staff presentation on the FY 2025 Proposed Budget focusing on, but not limited to, the following City Departments or Initiatives: [Erik Walsh, City Manager; Justina Tate, Management & Budget]

- A. Public Works
- B. Transportation
- C. Debt Management Plan & Capital Budget

City Manager Erik Walsh introduced the Items.

#### A. Debt Management & Capital Budget

Chief Financial Officer Ben Gorzell stated that the City's tailored and disciplined financial policies were important to the overall governance of our City and the goal was to position the City for long-term sustainability and growth. He stated that debt management was critical to the City's credit rating and he provided an update on the bond rating for property tax-supported debt, noting the bond sale last week which leveraged the City's high ratings for a low cost of borrowing. Gorzell mentioned the \$2 billion Airport Capital Program planned as well as additional investments for renovations to the Convention Center and the Alamodome. Additionally, Gorzell commented that the City gained value in structuring layered and complex bond deals that benefited the City because of its high bond ratings.

Deputy Chief Financial Officer Troy Elliott introduced the Financial Management Team and described the types of debt issued including voter-approved General Obligation Bonds that were backed by property taxes, Certificates of Obligation that were also backed by property taxes but were not voter-approved and had a 45-day notice requirement, Tax Notes that were backed by property taxes but were not voter-approved and had a short maturity; and Revenue Bonds that were backed by specific revenues and were not voter-approved.

Elliott listed the bond ratings of the three credit rating agencies for property tax debt: Fitch (AA+), Moody's (Aaa) and S&P (AAA). These high ratings afforded the City a lower cost of debt. Elliott reported that on August 19-20, 2024, the Financial Management Team negotiated an overall interest rate of 3.67% for the City's \$387.3 million in debt as a result of strong investor demand and the City's favorable ratings.

Elliott stated that the City had \$3.8 billion on overall outstanding debt as of September 2024; \$2.8 billion was at an effective interest rate of 2.36% with an average life of seven years. He stated that San Antonio had one of the lowest Ad Valorem Debt Per Capita in Texas. Elliott reported that fundamental components of the Debt Management Plan included a short average life, moderately conservative projections, maintenance of debt service reserve, assumed not change in the debt service tax rate of \$0.21150, capacity analyses, and sensitivity analyses. He added that the FY 2025 proposed property tax total rate was \$0.5419 and included the debt service tax rate and a \$0.33009 Maintenance and Operations Tax Rate.

Elliott provided a table of issuances by five-year bond authorizations. He noted that \$309.9 million in airport outstanding debt had an effective interest rate ranging from 2.40% to 5.80% with an average life of 5.9 to 13.1 years. He noted that the future Airport Capital Improvement Program was expected to be funded through \$2 billion in bonds over the next four years and included the Terminal Development Project, Airfield Safety Enhancements, and other capital projects.

Director of Public Works and City Engineer Razi Hosseini presented the FY 2025 Proposed Operating Budgets and highlights of capital projects. He reported a proposed \$594.8 million Budget which was a 2.8% increase over FY 2024 with no change in position count. Hosseini outlined the FY 2025 performance measures. He listed the components included in the \$168.9 million Infrastructure Management Program (IMP). Hosseini reported that the Neighborhood

Accessibility and Mobility Program (NAMP) was budgeted at \$5.5 million, warranted signals were budgeted at \$3.3 million, the second phase of the Sidewalk Assessment Program (SAP) was budgeted at \$500,000, radar feedback signs were budgeted at \$700,000, and flashing stop signs were budgeted at \$300,000.

Hosseini reported that \$122 million was planned for the Street Maintenance Program (SMP) that would provide funding for 1,618 projects which translated to 371 miles of streets. He reported that there were 5,492 miles of sidewalk and 1,416 gap miles. Hosseini reported that the \$21.5 million SAP included 72 usable miles (28.9 miles of gaps and 43.1 miles of repairs) prioritized by pedestrian safety, proximity to schools, transit access, arterial roadway access, zero car households, healthcare facilities, and other destinations. Hosseini indicated that the plan would also include an equity assessment with 50% of each based on the Equity Atlas. He provided a map of the proposed sidewalks.

Hosseini explained that the department utilized a Pavement Condition Index (PCI) grading schedule for the City's 4,290 centerline miles of street network. Grade A or Excellent streets with a PCI of 86-100 comprised 41% of the city's network and would be treated with crack seal or fog seal. Grade B or Good streets with a PCI of 71-85 comprised 25% of the city's network and would be treated with micro-surfacing. Grade C or Fair streets with a PCI of 61-70 comprised 12% of the city's network and would be treated with mill and overlay. Grade D or Poor streets with a PCI of 41-60 comprised 13% of the city's network and would be treated with base repair, then mill and overlay. Grade F or Failed streets with a PCI of 0-40 comprised 9% of the network and would be reconstructed.

Hosseini stated that in FY 2023 an SMP goal was set for each council district to reach an average PCI of 80 and fewer than 10% F streets by 2030 using the FY 2019 PCI Survey. He reported that a new PCI survey would be completed in FY 2024 using 3-dimensional laser technology which was better at identifying rutting and pavement cracking resulting in more accurate PCI rates.

Of the 5,492 sidewalk miles Citywide there were 1,416 gaps, according to Hosseini, and the prioritization criteria for filling the gaps were: 1. Pedestrian safety, 2. Proximity to schools, 3. Transit access, 4. Arterial roadway access, 5. Zero car households, 6. Healthcare facilities, and 7. Other destinations. He reported that the greatest number of gaps were in Council Districts 3, 7, and 1; Council Districts 6, 8, and 9 had the fewest gaps. Hosseini noted that the FY 2025 sidewalk program included \$14.5 million to construct 28.9 miles of sidewalk gaps and \$7.0 million to repair 43.1 sidewalk miles, and 50% of the program would be dedicated to areas scoring high on the Equity Atlas.

Hosseini proposed that \$1.5 million over three years would be used to assess sidewalk conditions and develop an index to prioritize sidewalk improvements. He mentioned that Phase 1 would begin in FY 2024 at a cost of \$500,000 and he anticipated that the central area of the City would be complete by February 2025. Hosseini noted that Phase 2 was planned for FY 2025 at a cost of \$500,000 and would continue from Phase 1 and extend to Loop 410. He added that Phase 3 was planned for FY 2026 at a cost of \$500,000 and would extend out from Loop 410 to the City limits.

Hosseini stated that an assessment and condition index of 3,522 alleys that were not used by the

Solid Waste Management Department, called non-service alleys, was completed in April 2023 and they were assigned grades with A in best condition and F in worst condition. He developed a three-year maintenance plan at a cost of \$4.54 million for 412 non-services alleys identified that had no utilities. Hosseini indicated that Phase 1 of the plan included repair of 80 accessible alleys focused on D & F rating which would be completed by September 2024. Hosseini stated that Phase 2 of the plan included repair of 165 accessible alleys focused on C rating to be completed by September 2026 with \$2.65 million spent in FY 2025. He noted that Phase 3 was to develop a preventive maintenance plan by 2026 and work with the utility companies to develop a plan for the remaining alleys with utilities.

Hosseini described a \$200,000 plan to more efficiently prioritize and complete the more than 5,000 traffic engineering requests which would address approximately one third of the 700 backlogged sign and markings requests.

Hosseini reported that four cool pavement products were tested at sites in each council district (10 sites) in the Cool Pavement Program and in FY 2025 \$5.8 million was recommended to apply cool pavement to 22.35 miles within areas identified with highest Urban Heat Island score. He noted that the City had 3.686 total lane miles of pavement markings and 1,229 lane miles were planned to be repainted annually at a \$11.3 million annual investment; markings were on a three-year cycle according to Hosseini.

Hosseini stated that the Proposed Budget included \$3.3 million to construct six traffic signal locations in FY 2025 and design seven more locations that would be constructed in FY 2026 and \$700,000 was included to maintain funding to install 60 Radar Feedback Signs throughout the City. Finally, \$300,000 would install 70 flashing stop signs throughout the City.

Hosseini stated that in 2024 the Drainage Operations Division, funded through the 1993 Storm Water Utility Fee, maintained 141 low water crossings, 80 creek miles were cleaned/restored, 24,865 acres were mowed, and 44,422 gutter miles were swept. He indicated that the Storm Water Utility Fee was established in 1993 and assessed to residential and non-residential properties based on impervious cover; the last fee increase was in FY 2020. Hosseini proposed to review the fee in FY 2025 for a potential fee increase in FY 2026. He noted that the fee generated revenue for improved maintenance and capital drainage projects and the process to increase the fee would include engagement of stakeholders throughout FY 2025 in preparation of FY 2026 fee increase. Hosseini listed \$117.3 million in Hazard Mitigation Action Plan (HMAP) Drainage Projects scheduled for the period of FY 2025 to FY 2030.

Hosseini closed his presentation by reporting that the FY 2025 Capital Projects included \$226 million for streets and \$32 million for drainage. Hosseini reported on the status of the 2022 General Obligation Bond Program in which 4% of the projects were complete, 20% were under construction, 69% were in design, and 7% were in pre-design.

## B. Transportation Department

Director of the Transportation Department, Catherine Hernandez outlined the department's mission which was to create a safe, sustainable, and equitable multimodal transportation system for San Antonio. Hernandez presented the \$6.1 million FY 2025 Proposed Operating Budget which was a

14.6% increase over FY 2024 with no change in position count. She provided a map of 50 transportation projects. Hernandez stated that the Adopted Budget would include an update to the Vision Zero Action Plan which would align with best practices, refresh key actions, ensure grant eligibility and provide High Injury Network (HIN) and High-Risk Network (HRN) Reports.

Hernandez stated that the Proposed Budget also funded an update to the Complete Streets Policy which included performance measures, coordination, design updates, project selection criteria, prioritized equity, and followed Smart Growth America Best Practices according to Hernandez.

Hernandez reported that the Transportation Oriented Development (TOD) Policy was being developed with the work of stakeholders. She indicated that Task Force recommendations were to consider housing affordability and promote anti-displacement, update the Unified Development Code to decrease barriers, and update zoning. Hernandez stated that the FY 2025 Proposed Budget included \$250,000 to develop a strategic implementation plan.

Finally, the Proposed Budget allocated \$3.5 million for bike facilities with an update to the 2011 Bike Master Plan with 1,890 miles of safe bike facilities in total and 15 miles in FY 2025, according to Hernandez.

#### DISCUSSION:

All Items were discussed simultaneously.

Councilmember Courage asked about the total taxpayer indebtedness including SAWS and CPS Energy as well as the City for comparison to the total indebtedness of other cities.

Councilmember Courage requested the results of the Cool Pavement Pilot Project. Chief Sustainability Officer Doug Melnick stated that three products were tested and all were satisfactory for roadway skid protection and performed to reduce temperature at the surface level but UTSA was still studying the ambient temperature at ten locations for \$1 million. Tate stated that FY 2025's Proposed Budget included \$5.8 million for Cool Pavement funded through the Resiliency, Energy Efficiency, and Sustainability (REES) Fund.

Councilmember Courage asked about the removal of homes from the flood plain in the Thompson Neighborhood in Council District 5. Hosseini stated that to build detention, there would need to be buyouts of hundreds of homes. City Manager Walsh stated that with the update to the FEMA Maps, the area was significantly impacted, and the project was a subject of several Federal initiatives for funding. Street and curb work had already been completed and feedback was being collected from residents and stakeholders for the over \$200 million project, according to Hosseini.

Councilmember Courage requested the results of the Vision Zero Program and asked if there had been a decline in fatalities. Hernandez stated that some corridors had been reengineered to implement safety countermeasures and had seen some reduction in crashes, but more analysis was needed over the next several years to determine results. Councilmember Courage commented that there had not been significant results over the nine years of the Program. He asked how many complete streets had been built since 2013 and requested an update on the Program with data. Councilmember Cabello Havrda stated that the Budget was one of the most crucial roles of the

Council and Public Works was a core service that impacted residents' quality of life. She recommended that the Budget take climate change into consideration noting that a Climate Change Report was presented at a recent Metropolitan Planning Organization (MPO) meeting showing the cost of doing nothing and its impact on roadways and the airport which could experience more flooding. She mentioned that Pinn Road was a dangerous flood area. City Manager Walsh commented that there was a \$117 million in hazard mitigation drainage projects that would help properties in the revised FEMA Flood Plan; the increase in the stormwater utility fee would lay the groundwork for a policy discussion.

Councilmember Cabello Havrda commented that multi-modal transportation options, complete streets, pedestrian, and bike safety were crucial for the future of our community. Hernandez noted that the personnel count in the Transportation Department was the same as in FY 2024 but the cost was up \$275,000. Tate stated that there were two key positions including the Director, that were vacant and were now filled.

Councilmember Cabello Havrda commented that the 2022 Bond Program was the largest in the City's history and recommended maximizing these investments for our City's future but asked how stable the revenue sources were for those programs. Elliott stated that property tax was pretty stable. She requested the total debt for the Toyota development. City Manager Walsh stated that there was 30 year debt on the purchase of the property which was pledged to be paid out of CPS Energy revenue and there was 12 years remaining.

Councilmember Rocha Garcia commented that negative growth in sales and property taxes had impacted the City's bond ratings and she expressed concern that CPS Energy or SAWS might also negatively impact the City's bond rating. Elliott assured the Councilmember that the impact would be minimal because the utilities were separate entities.

Councilmember Rocha Garcia asked how unemployment impacted the City's Bond Rating and recommended coordination with the business community to stay ahead of that. City Manager Walsh explained that the City really could not control or effect economic challenges of industries but the Economic Development Department offered incentives for recruitment and retention. Elliott stated that unemployment was one factor, but taken alone should not impact our rating, adding that the rating was a series of factors across the community.

Councilmember Rocha Garcia wanted to ensure the reliability of our electric grid to be able to attract and keep businesses in San Antonio and noted this could also impact our rating. City Manager Walsh noted that the City's infrastructure could help businesses but suggested that the most impact on our rating was related to revenues matching expenditures so even if tax revenues fell, the rating could be maintained if dealt with effectively through the Budget process.

Councilmember Rocha Garcia requested a district-by-district comparison of sidewalk funding noting that some council districts had more sidewalk gaps as well as information on lighting upgrades in non-service alleys. Hosseini stated that he could provide the information but with an equity approach, not all council districts received equal funding.

Councilmember Rocha Garcia requested information on the FY 2025 Stormwater Fee projecting \$25 million in revenues with expenditures to be broken down by council district. City Manager

Walsh noted that these funds paid for maintenance as well as projects and stated that staff would look into breaking the information down.

Councilmember Castillo supported continued investment in alleyways and suggested implementing cool pavement and bike lanes in those alleys. She asked what the \$500,000 in Advanced Transportation District (ATD) Funds was being used for. Hernandez stated that the ATD funds focused on safety such as signs, signals, and pavement markings. Councilmember Castillo requested a discussion about TOD in a future Planning and Community Development Committee meeting. Hernandez stated that a B session was planned for October 2024 and the policy would not be considered by the City Council until December 2024.

Councilmember Castillo recommended more accountability for drunk driving through Vision Zero noting that this was an issue in her council district that could not be solved with infrastructure. She supported the equitable approach to funding for Streets.

Councilmember Viagran noted that Roosevelt Avenue had been increased to five lanes and were causing more pedestrian crashes and suggested more enforcement of jaywalking as the infrastructure and safe crossings had been installed but people did not use them. Councilmember Viagran suggested that VIA Metropolitan Transit should be held accountable for providing services. Councilmember Viagran commented that the City was a leader in its financial policies and debt management.

Councilmember Viagran mentioned that Council District 3 was not number one in failed (F) streets this year; District 1 had the most. However, West Hutchins Place had a PCI grade of 5, and recommended that streets rated that low should be prioritized when council districts had leftover NAMP money Citywide. Hosseini explained that the NAMP funding was flexible, and he would provide her a list of F streets.

Councilmember Viagran commented that Council District 3 had 138 non-service alleys on the repair list for FY 2025 and was concerned that improving these alleys would encourage residents to use alleys as through streets. She recommended other options such as selling off the non-service alley properties to the neighbors to eliminate the issue and give them more yard space or space for Accessory Dwelling Units (ADU). Hosseini agreed it would be desirable for the neighboring property owner to move their fence but all the neighbors had to move their fence and potentially re-plat the property which might increase their taxes, however, this was a good long-term solution.

Councilmember Viagran recommended ensuring that the Cool Pavement Program assessed the soils to ensure the sub-surface was stable. Hosseini stated that the Program was only applied to A and B rated streets.

Councilmember Alderete Gavito requested information on the timeline to complete the sidewalk gaps by council district. She asked how often a street condition was assessed as areas in floodplain or high clay soils deteriorated more quickly. Hosseini stated that conditions were assessed every three years routinely, but specific areas could be assessed upon request; he added that the 2024 assessment used newer, more accurate 3-dimensional technology and it would take time to catch up. Interim Assistant City Manager John Peterek noted that the new study had not

been published but would be published in the next month.

Councilmember Alderete Gavito expressed concern about long construction timelines for projects especially traffic signals on Callaghan Road which were necessary to prevent crashes. Hosseini stated that there was a shortage of signal materials but Public Works was considering stockpiling the materials. City Manager Walsh commented that there were over 5,000 traffic engineering requests annually and the new process as well as the \$200,000 to eliminate the backlog should help with prioritizing areas that met the requirements and would have significant impacts.

Councilmember Whyte mentioned that Councilmember Kaur authored CCR 2024-0015 to improve the accuracy, effectiveness, and expediency of construction projects which had already been to the Governance Committee and was on tap to be heard at the Transportation Committee. He asked what could be done to incentivize projects to get completed quicker. Peterek commented that sometimes as-built records of the utilities were inaccurate which required subsurface utility investigation by physically digging holes also known as potholing to find the accurate locations which took a significant amount of time. Peterek added that other contracting methods could help contractors move more quickly and allowed selection of higher quality contractors. He noted that early completion incentives and the Responsible Bidder Ordinance also improved results and during the construction phase, there was high level management involvement to keep projects moving.

Councilmember Whyte suggested that there should be more funding allocated to the Public Works Department to address the poor or failing streets and not on museums in Mexico and legal assistance for non-citizens of the United States. Councilmember Whyte recommended more funding in NAMP and increased mowing frequency for drainage areas and medians. He supported the design funding for Harry Wurzbach near Ft. Sam Houston National Cemetery.

Councilmember Whyte expressed concern with a November 2023 Texas Public Policy Foundation (TPPF) Report that showed the City's debt per capita was higher than any other City in the state. Elliott commented that his department included only Ad Valorem debt and the TPPF report included SAWS and CPS Energy debt. City Manager Walsh stated that cities like Houston, Dallas, and Fort Worth being served by private electric utilities did not have all of those debts included in the calculation, but residents still paid within their utility bills for that private debt.

Councilmember Whyte suggested that a reliance on Certificates of Obligations had increased in the past several years. Elliott refuted the suggestion and stated that he would get the comparison. City Manager Walsh stated that the State Legislature was focused on ensuring bond funds and other debt met legal requirements and were consistent with the Debt Management Plan.

Councilmember Pelaez requested a briefing on the status of all Stormwater Utility funding at a Planning and Community Development Committee meeting. He requested more information about the self-insurance component of the presentation. Councilmember Pelaez supported equity budgeting and did not recommend moving back to rough proportionality as not all council districts had the same street and sidewalk needs.

Councilmember Rocha Garcia requested the TPPF Report. Elliott stated that he would provide.

Councilmember Rocha Garcia asked if South Alamo and Santa Rosa were the only complete streets projects. Hernandez stated that there were many more, but these were currently underway. Councilmember Rocha Garcia recommended asking the Texas Department of Transportation (TXDOT) to implement a complete streets policy to support the TOD goals and create safety countermeasures for 18-wheelers. Councilmember Rocha Garcia recommended more inviting street murals along TxDOT roadways. City Manager Walsh stated that he would follow up with the new TXDOT District Engineer.

Councilmember Rocha Garcia commented that the goal was to have 60% of residents feel safe walking along the streets and students outreach seemed low. Hernandez stated that the safety measure was a new metric and had not previously been measured so the goal and the student outreach was a separate measure.

Councilmember Castillo commented that San Antonio Independent School District (SAISD) had passed a \$1 billion bond and it would follow the students when their schools were closed but recommended that the City look at streets around those schools that were receiving more students to receive more safety improvements such as flashing crossing beacons rather than the closed schools. Councilmember Castillo asked if the new traffic engineering staff was a new City employee position. Hosseini stated that the funding was for staff augmentation with a consultant, not employees. Councilmember Castillo requested a traffic calming dashboard to track those requests.

Councilmember Alderete Gavito asked when Public Works would begin to implement their new process for the traffic engineering requests. Peterek stated that this would begin on October 1, 2024 and Hosseini added that the first step was to ensure proper routing of the 3-1-1 requests.

Councilmember Alderete Gavito commented that only adding 30 miles of sidewalk gaps per year would take a long time to meet the full need and supported any effort to accelerate the program. She mentioned that high-quality work by contractors should be an expectation and asked how contractors were held accountable noting that Magnolia Street had issues and different colors of asphalt. Peterek stated that the Responsible Bidder Ordinance was the tool to hold contractors accountable.

Councilmember Alderete Gavito asked what the City could do to ensure private utilities such as Google Fiber ensured good quality work and responsiveness to the public. Peterek stated that Public Works was responsible for granting use of the City's Right of Way and they were required to adjust to the City's specifications and coordinate every project.

Councilmember Viagran supported the enhanced traffic engineering program but asked about the requirement for developers to install signs and signals. Hosseini stated that if the development warranted a sign or signal, the developer was required to install it at their cost. Councilmember Viagran expressed concern about plastic bags ending up in the creek ways and suggested a partnership with Solid Waste Management Department (SWMD).

Councilmember Viagran asked if Public Works received a damage report from SWMD when they cleaned up homeless encampments and was the repair cost included in the calculation of the cleanup cost. Hosseini stated that if there was damage to a drainage structure, SWMD notified

Public Works but so far, there had not been any significant structural damage; noting that the largest damage would be from fire.

Councilmember Viagran recommended using nonpartisan measurements to evaluate our bond ratings noting that the Climate Action and Adaptation Plan should not be held against us as climate change was real.

Councilmember Courage recommended more research on the capacity to incentivize and move construction and development projects more quickly as the City competed with other large Texas cities and the County and suburban cities for development and other local governments and TXDOT for construction contractors.

Councilmember Whyte agreed with Councilmember Courage and wanted to ensure that we were hiring the best contractors to do the jobs and recommended hiring them based on quality of work and performance. He asked if there was a contractor evaluation process after the project. Hosseini stated that the department of Public Works developed a delivery plan when the 2022 Bond Program was created and looked at the types of contracts. City Manager Walsh explained that there was a post-project contractor scorecard and the Responsible Bidder's Ordinance allowed the City to put irresponsible bidders in a time-out period so we could skip that bidder even if their bid was low the next time.

Mayor Nirenberg suggested that we might be bumping up to capacity of our construction contractors as it seemed that all of the City was under construction, but it was frustrating to see vacated job sites with torn up and blockaded roads. He acknowledged that delays in projects have impacted businesses and while there was a grant program in place to help those businesses, none were happy, and some were even insulted by the small dollars awarded. Rather than trying to compensate for lost business revenues, Mayor Nirenberg suggested funding for the grants might be better utilized to complete the project sooner and suggested making more incentives and attention to stakeholders and businesses a part of the bidding process.

Mayor Nirenberg asked how early completion incentives would be distributed. Hosseini stated that due to limited funding, not all projects would have incentives, but the focus would be on the most impactful projects. Hosseini stated that the process needed to include the following components: good design, identification of conflicts with utilities which could cause significant delays, improved contractor selections, and finally incentives could be layered. Mayor Nirenberg suggested exploring the City owning the construction project completely and not having to rely on the utilities to coordinate. City Manager Walsh stated that it really came down to doing homework on the front end. City Manager Walsh noted that most of the construction around town was part of the 2017 Bond Program and 2022 Bond Projects had not yet started. City Manager Walsh suggested that other options would be a 24/7 construction work schedule. Mayor Nirenberg agreed that there needed to be better solutions to get projects completed faster rather than compensating business for losses.

Mayor Nirenberg commented that the City had increased its spending on infrastructure while reducing the tax rate over the past several years but we needed to have a better way to meet expectations rather than 30 miles of sidewalks a year. He recommended balancing all the needs of our community and lauded the increased spending on pavement markings.

Mayor Nirenberg commented that progress had not been made on complete streets because the previous policy had no teeth and hoped the new policy would improve that. Hernandez stated that the update would include a review of processes to ensure they aligned with the policy and best practices. Mayor Nirenberg noted there had been 48 meetings to update the TOD and looked forward to a well-vetted policy which would bring the intersection of housing and transportation to fruition.

Mayor Nirenberg commented that the Debt Management Plan and fiscal policy was the bedrock of the Budget and was a significant strength. He was encouraged that we had money to pay our debt, could keep our infrastructure upgraded, and our staff employed. The high bond rating was an indicator of the confidence that investors had in our community which was a result of the priorities set by the City Council and he hoped it stayed on track.

## **EXECUTIVE SESSION**

Executive Session was not held.

## **ADJOURNMENT**

**Approved**

**Ron Nirenberg  
Mayor**

**Debbie Racca-Sittre  
City Clerk**