



CITY OF WEST LAKE HILLS, TEXAS
NOTICE OF ZONING & PLANNING COMMISSION (ZAPCO) REGULAR MEETING
Friday, January 24, 2025 at 12:00 PM

Notice is hereby given that the Zoning and Planning Commission (ZAPCO) of the City of West Lake Hills, Texas, will hold a Regular Meeting on the 24th day of January 2025 at Noon (12:00 p.m.), in the Janet Rogers Room, Municipal Building, 911 Westlake Drive, West Lake Hills, Texas, at which time the following items will be discussed, to-wit:

1. Call to Order. Chairman Robert Meisel.
2. Citizen Communications The Commission welcomes public comments at this point on any issue. If the issue is listed on the agenda, the speaker may choose to comment during the Public Comment period or when the specific agenda item is taken up by the Commission later in the meeting. The Commission cannot respond to or discuss matters not listed on the agenda. The Commission may provide factual information, refer the item to a staff member, or request the item be added to a future meeting agenda. Speakers shall limit their comments to five (5) minutes each.
3. Administration Discussion and review of the Council Retreat Report, proposed Strategic Plan and prioritization of goals, objectives and initiatives.
4. Adjournment. Chairman Robert Meisel.

By Jennifer C. Bills, Director of Building &
Development Services

Certificate

I certify that the above Notice of the January 24, 2025 Zoning & Planning Commission Meeting was posted on the bulletin board at the Municipal Building, 911 Westlake Drive, West Lake Hills, Texas on January 20, 2025 at 11:30 pm. and will remain posted continuously until said meeting is convened.

By Jennifer C. Bills, Director of Building &
Development Services

The City of West Lake Hills is committed to compliance with the Americans with Disabilities Act. Reasonable accommodations and equal access to communications will be provided upon request.

All items on the agenda are for discussion and/or action. ZAPCO reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 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 551.086 (Economic Development).



City of West Lake Hills Zoning & Planning Commission

AGENDA REPORT

Meeting Date:	<u>January 24, 2025</u>	Item Number:	<u>4</u>
Department:	<u>Administration</u>		
	<u>Trey Fletcher,</u>		
Prepared By:	<u>City Administrator</u>	Cost / Budget:	<u>\$12,307.19</u>
Exhibits:	<u>Council Retreat Report</u>	Source of Funds:	<u>FY 25 General Fund</u>

Subject

Discussion and review of the Council Retreat Report, proposed Strategic Plan and prioritization of goals, objectives and initiatives.

Recommendation

No action is being taken. Discuss and provide recommendations to City Council as appropriate.

Discussion

The City Council of West Lake Hills, Texas, held a retreat on Wednesday, October 30, to establish the Council's strategic priorities and goals. The retreat was attended by the Mayor, members of the Council as well as the City Administrator and executive staff. The retreat was facilitated by Hilary Shine of SGR. Attached is a summary of the main discussion and outcomes of the retreat.



West Lake Hills, TX Council Retreat Report

November 7, 2024

The City Council of West Lake Hills, Texas, held a retreat on Wednesday, October 30, to establish the Council's strategic priorities and goals. The retreat was attended by the Mayor, members of the Council as well as the City Administrator and executive staff. The retreat was facilitated by Hilary Shine of SGR. Below is a summary of the main discussion and outcomes of the retreat.

Pre-Work

Interviews were conducted with each member of the Council prior to the retreat. Also interviewed were Eanes ISD Superintendent Dr. Jeff Arnett, Fire Chief David Wilson and WCID10 Director Carla Orts. Questions were asked intended to gain individual perspectives on group dynamics, strengths, weaknesses, opportunities and threats, strategic issues and strategic priorities. The results of those interviews are the composite lists presented at the retreat and detailed in the retreat summary below.

City Council Retreat Summary

Governance: Hilary Shine presented a session on the principles of good governance and governance as a system.

Vision, Mission, Values: Hilary Shine presented the purposes for having vision, mission and values statements and what they should contain when drafted. She then presented the individual Councilmember thoughts that came from the advance interviews to serve as the starting point for statement development.

Vision: The Why

- Desirable place to live
- Unique identity
- Beautiful, serene, private
- Sense of community, connectedness, ability to gather
- Community trust, engagement
- Successful commercial corridors
- Safe
- Generational access to housing
- Well-planned, effective, responsive

Mission: The What

- Providing safety (crime and disaster)
- Establishing and enforcing laws, ordinances, plans
- Mitigating impacts of redevelopment
- Providing quality infrastructure
- Protecting natural beauty, environment
- Partnering for services

Values: The How

- Transparent
- Responsive
- Financially responsible
- Collaborative
- Data-driven
- Innovative
- Naturalist

SWOT Assessment: Each Councilmember was asked in advance interviews what he or she believed were the community's strengths, weaknesses, opportunities and threats. Composite lists for each area were presented to the Council for discussion and to frame the current feelings related to the organization and community.

Strengths

- Great location
- Natural beauty
- In the woods/rural feel
- Strong leadership (Council and Staff)
- Council works together to accomplish things
- Strong financial position
- Strong property value/tax base
- Proactive with aging infrastructure
- Feeling of safety
- Community pride
- Neighbors know each other
- Smart, creative, expert residents
- Philanthropic residents
- Long-term, generational residents
- Partnerships for amenities
- Access to amenities
- Great schools

Weaknesses

- State law restrictions
- Enforcement of codes, ordinances, plans
- People not abiding by rules
- Inefficient, ineffective systems
- Inflexibility
- Infrastructure planning
- Community awareness, engagement
- Affordability
- Lack of public spaces
- Perceptions of wealth

Opportunities

- Managing redevelopment
- Master Plan review (land use)
- Comprehensive Plan review
- Wastewater improvements
- Office space redevelopment
- 911 Westlake Drive
- Village Center -Westlake @ Redbud

- Sales tax generation
- More communication with Council/Town
- New municipal complex
- Redevelopment of current City Hall
- New amenities
- Community gathering spaces
- Communication, community engagement
- Improving relationship with School District

Threats

- Unmanaged redevelopment
- Losing unique character
- Losing natural beauty
- Fire
- State Legislature
- Commercial corridor turnover
- Wastewater uncertainty
- Losing community trust

Stakeholder Input: WCID10 Director Carla Orts, Fire Chief David Wilson and Eanes ISD Superintendent Dr. Jeff Arnett were interviewed prior to the retreat to ensure emerging issues in their fields would be noted as future plans are developed for the City of West Lake Hills. Summaries of those interviews are below.

Water

- Good relationship with staff
- Water availability
- System in good repair
- 2015 bond projects
- Strong financial position
- Hydrant replacements
- Generators
- Joint wildfire exercise
- Need second tank
- Communication infrastructure
- Building height restrictions

Fire

- Good relationship with staff (Police)
- Strong interest in fire mitigation
- Update Fire Code
- Canopy clearing
- Aging facilities-new station
- Turnover planning
- Equipment replacement challenges
- ISO 2 to 1
- Wildfire concerns
- Traffic impacting response

Schools

- Good relationship with staff
- Enrollment declining
- Financial pressure
- Pressure to provide community amenities
- Affordable housing (PFC)
- Camp Craft Road work
- Traffic at municipal center/elementary
- Traffic control around HS and elementary
- Sewer limitations
- Board & CC engagement

Establishment of Strategic Priorities

Members were asked in their advance interviews to provide their top three strategic vision priority areas. A composite list of those responses was presented in order of the number of members in agreement. The following list was provided for Council discussion:

- Development Standards - 5
- Community Engagement - 3
- Bee Cave Road - 3
- Affordability - 2
- Fire Safety - 2
- Preserve Character/Beauty - 2
- Feeling of Safety - 1

Interviews revealed other items of note that did not make the top priority areas list. Those items were presented to ensure they could be captured in other priority areas. Additional items were:

- Infrastructure
- Comprehensive Plan/Master Plan/Land Use Plan
- Quality of life amenities
- Downtown/Town Center
- Traffic
- Business development
- Current/future staffing needs
- Legislature
- Communication with residents
- Finances

City Council determined there were four priority areas that captured all items of concern. Those priority areas are titled in bold. Items in italics are topics Council agreed should be included in those title areas.

Preserve and Enhance Natural Beauty and Access to Nature

Development standards, neighborhoods, planning documents, legislative efforts

Quality of Life: Business Development

Charming downtown, quality services, Bee Cave Road, infrastructure, traffic, demographics, right of way and street maintenance

Quality of Life: Residents

Community engagement, service delivery, quality of life amenities

Community Safety

Policing, fire mitigation, emergency response, engagement, traffic management

Establishment of Priority Area Goals

With Priority Areas established, City Council began discussing what goals should be established in support of priorities. We discussed that goals should be specific, measurable and timebound. We also discussed Council's role to set goals and staff's role to build action plans to achieve them. The following is the list of Strategic Priority Areas and supporting Goals.

Preserve and Enhance Natural Beauty and Access to Nature

Goal 1: Review and update City's Master Plan

Goal 2: Review and assess ordinances related to Priority Area 1 (including but not limited to trees, setbacks, dark skies, sustainability)

Goal 3: Define natural priorities related to development, and establish appropriate administrative discretion

Goal 4: Update Drainage Manual

Quality of Life: Business Development

Goal 1: Update Master Plan

Goal 2: Support Eanes ISD PFC efforts

Goal 3: Promote interconnectivity of lots, land assembly, multi-use shaded pedestrian pathways

Goal 4: Commission economic viability, sustainability, desirability study

Goal 5: Determine feasibility of commercial redevelopment to support charming downtown

Quality of Life: Residents

Goal 1: Improve community engagement, communication and education

Goal 2: Evaluate and propose changes to reflect multiple residential zoning and neighborhood compatibility standards

Goal 3: Improve Code Compliance processes and outcomes (development process – ZAPCO approvals)

Goal 4: Enhance access to amenities (911 Westlake)

Community Safety

Goal 1: Support Emergency Management

Goal 2: Enhance fire mitigation and evacuation efforts

Goal 3: Prioritize road maintenance, traffic, safety

Goal 4: Adopt a Right of Way Management Policy

Goal 5: Enhance community outreach related to fire, crime and child safety

Goal 6: Update building and safety codes (Fire Code)

Goal 7: Sustain law enforcement level of service

The Strategic Plan framework is included in a separate document for staff to begin drafting action items and performance metrics for each goal.

Expectations for Staff Follow-up

- Draft the Strategic Goals for review with stakeholders.
- Staff should develop the workplan to achieve Strategic Goals.
- City Council should officially adopt the Strategic Goals with timeline for review and affirmation.
- Official actions, such as budget preparation, should reference Strategic Goals.
- Regular reporting expectations should be set and reports delivered to track progress.

DRAFT City of West Lake Hills Strategic Plan, 2025-2027

Adopted: _____

Vision

West Lake Hills is a sanctuary of natural beauty, privacy, and safety for our residents. We recognize the heterogeneity of our neighborhoods and the importance of individual neighborhood character. We carefully manage commercial growth to provide amenities that delight our residents, support our hundreds of local businesses, and deliver a charming small-town downtown.

Mission Statement

We strive to preserve and improve the quality of life of our residents through responsive government, responsible regulations, and long-term planning.

Core Values

1. **Preservation** – Preserve the city’s natural, wooded environment, and residents’ pleasant quality of life.
 2. **Safety** – Support our police, prepare for emergencies, prioritize fire prevention, and maintain our streets.
 3. **Transparency** – Prioritize open, proactive communications with the community explaining the problems or opportunities the city is addressing, the process for input, and the rationale behind actions taken. Empower staff to take timely and effective action to address community needs.
 4. **Financial Responsibility** – Engage in long term budget planning which balances city priorities with respect for our low property tax rate and maintains our fiscal health.
 5. **Collaboration** – Recognize that our quality of life depends on the strength of the wider Westlake community. Partner with residents, businesses, and regional stakeholders to achieve shared goals.
 6. **Innovation** – Embrace creative, data-driven, and forward-thinking solutions to meet evolving challenges. Utilize our blessedly deep, talented pool of community experts to achieve the best outcomes.
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Strategic Priority Areas

1. **Preserve our natural beauty, enhance residents’ access to nature.**

Objective: Maintain the city’s natural landscapes, green spaces, and sylvan aesthetic.

- **Initiatives:**

- Update tree preservation ordinances prioritizing: native, drought, heat, freeze resistant species; survival of replacement trees; heterogeneous wildlife habitat; fire risk reduction; compatibility with state law.

- Update and improve enforcement of the rules requiring survival of replacement trees and vegetative screening.
- Adopt a right of way management plan and policy that minimizes disruption of residents' landscaping and, when disruption is required for health, safety, or infrastructure, restores the area with native species that meet the requirements listed above.
- Develop a native landscaping plan for accessible public properties to showcase native species that meet the requirements listed above.
- Develop a comprehensive shaded, multi-use trail plan for walking, biking, and e-mobility.
- Update dark sky ordinances to ensure engineering terminology compatibility with modern lighting technology and International Dark Sky Association guidelines.
- Commission commercial corridor streetscape master plan.

2. Permit reasonable and appropriate development consistent with other goals in each area of the city.

Objective Residential: Support development that respects individual neighborhood character.

Objective Commercial: Encourage and expedite development that improves resident quality of life and serves our broader community needs.

• Initiatives:

- In collaboration with neighbors, determine the best outcome for the community for city property at 911 Westlake drive.
- Expand residential zoning options, with ample input from our residents throughout the city, so that the applicable code better matches existing design and individual neighborhood desires.
- Evaluate impacts of development rules on aging in place / multi-generational housing.
- Revise commercial development guidelines to enable context-sensitive growth, support redevelopment that results in a charming commercial corridor.
- Update the Master Plan should such a need arise, to account for changes listed above.
- Streamline permitting processes to incorporate administrative discretion for projects that align with objectives listed above.
- Incentivize architecture and/or building practices which minimize environmental disruption and/or improve local flora and fauna.

3. Protect and improve our residents' quality of life

Objective: Ensure safety, accessibility, and enjoyment for all residents.

- **Initiatives:**

- Improve community engagement, communication, and education.
- Develop a user-friendly online portal for community updates, and feedback.
- Improve code compliance process and outcomes.
- Maintain roads, prioritizing long-lasting solutions that may be more disruptive or costly in the short term but require less maintenance and disruption in the long term.
- Complete codification efforts. Modernize language and adopt best practices in historically neglected sections – i.e. noise, peddler, parking, alarm, and arson ordinances.
- Develop a strategy to deal with construction parking congestion.
- Inventory, review and evaluate city's right of way needs in the context of the city's Master Plan as amended and right of way management policies.
- Collaborate with TXDOT and Rollingwood to improve traffic flow along Bee Cave Road.

4. Secure the city from fire, panic, and other dangers.

Objective: Ensure safety from day-to-day crime or common calamities as well as natural disasters.

- **Initiatives:**

- Implement a robust fire evacuation plan, including public drills, communication improvements, and integration with regional efforts.
- Enhance emergency response systems through the STEAR program and neighborhood liaison teams.
- Increase city assistance for residents' fire mitigation efforts.
- Sustain law enforcements community focused, personal level of service.
- Adopt new law enforcement technologies, review their efficacy annually.

5. Efficiently deliver city services appropriately to a city in our circumstances.

Objective: Provide high-quality services that align with residents' expectations, resources, and priorities.

- **Initiatives:**

- Maintain exceptional service levels while adapting to the diverse communication needs of a multi-generational community.
- Connect residents to regional resources which assist with aging in place.

- Adopt technology to increase efficiency, such as AI for administrative efficiency and call summarization.
- Proactively work with the City of Austin to get more wastewater capacity so our residents can transition from septic.
- Develop a user-friendly online portal for permits with processes described in a crystal-clear way to minimize confusion over requirements.
- Pursue grants and charitable donations to fund city initiatives without increasing taxes.

6. Strengthen regional partnerships and collaboration Promote cooperation with other political subdivisions in this area

Objective: Foster cooperation with surrounding jurisdictions for shared benefits.

- **Initiatives:**

- Support Eanes ISD with workforce housing efforts.
- Collaborate with neighboring cities and Travis County for fire safety and environmental efforts.
- Explore opportunities for joint ventures on mobility and infrastructure projects.
- Work with surrounding communities to advocate for adjustments to South Mopac Expressway plan

7. Maintain our low property tax rates

Objective: Implement a long-term budgeting process to maintain our fiscal health, without relying on property tax increases.

- **Initiatives:**

- Establish a transparent year-round budget process reflected in the budget calendar
- Develop and implement pro forma showing three to five budget year projections
- Evaluate and implement best practices for aligning the strategic plan with the budget
- Forecast and evaluate the revenues associated with larger infrastructure mentioned above initiatives.

	Initiatives	Explanation of Problem/Opportunity	Rank
1	Preserve our natural beauty, enhance resident's access to nature.		
2	Update tree preservation ordinances to prioritize: native, drought, heat, and freeze resistant species; survival of replacement trees; heterogeneous wildlife habitat; fire risk reduction; compatibility with state law.	Current tree ordinance likely does not fully comply with state law, prioritizes caliper inches of replacement over survival of the replacement trees or native landscaping, and appear not to reflect best practices for fire safety. Since residents get no credit for trees planted if they aren't submitting plans for a permit, there's a disincentive to plant outside of building process.	
	Update and improve enforcement of the rules requiring survival of replacement trees and vegetative screening.	Replacement trees and vegetative screening are pretty pointless if they are simply planted, then left to die.	
3	Adopt a right of way management plan and policy that minimizes disruption of residents' landscaping and, when disruption is required for health, safety, or infrastructure, restores the area with native species that meet the requirements listed above.	Our residents have maintained their rights of way since the foundation of the city, when we damage the landscaping we need to leave it better than we found it, with functioning irrigation, and with informed consent of resident. It's not normal to fix the irrigation, but the irrigation is what will lead to shaded streets.	
4	Develop a native landscaping plan for accessible public properties to showcase native species that meet the requirements listed above.	Drainage pond on Reveille Road is a good opportunity to showcase native landscaping in collaboration with Barton Springs nursery - which has indicated enthusiasm. Too many new folks pretending we live in California or the tropics attempting to plant species that will simply die. Reveille Road is the easy example.	
5	Develop a comprehensive shaded, multi-use trail plan for walking, biking, and e-mobility.	E-bike use is increasing, none of our arteries are truly safe for alternate forms of mobility. Redbud Bridge improvements as well as the MoPAC south project have planned elaborate multiuse paths. Working with other government stakeholders we could contribute to an interconnected system for residents. Identify opportunities on non-arterial roads to install traffic islands/median planters such as those found at the far northern end of Westbrook Drive so that our smaller streets return to their original condition of being safe for all types of transit.	
6	Update dark sky ordinances to ensure engineering terminology compatibility with modern lighting technology and International Dark Sky Association guidelines.	Language in ordinances appears not to align with modern engineering measurements/best practices creating confusion for applicants and staff alike.	
7	Commission commercial corridor streetscape master plan.	Instead of one-off monument signs, have an integrated investment plan for city beautification/brand.	
8			
9	Permit reasonable and appropriate development consistent with goals below.		
10	In collaboration with neighbors, determine the best outcome for the community for city property at 911 Westlake drive.	We have nine months until move out, I've had a few productive meetings with Jeffrey Douchen, I've also had a good meeting with City of Austin about access/trails. If we are going to propose anything more elaborate than a sale of site, time to get cooking.	
11	Expand residential zoning options, with ample input from our residents throughout the city, so that the applicable code better matches existing design and individual neighborhood desires.	Our small lot rules don't match the existing, older housing stock and following the code creates suboptimal, boxy, asethetically unaligned outcomes.	
12	Evaluate impacts of development rules on aging in place / multi-generational housing.	Our ADU rules are so restrictive as to make it nearly impossible for our either our older residents to build a spot to retire in the back and our younger residents to build a comfortable spot for their parents. What was the rationale behind 800 feet? What's the rationale of requiring one house per lot rather than just focusing on impervious cover? Would allowing more than one house per lot end up with better environmental outcomes than forcing subdivision on our larger lots? All questions I don't know answer to but worth thinking about.	
13	Update the Master Plan, should such a need arise, to account for changes listed above.	Code needs to match the Master Plan, currently the Master Plan acknowledges the diversity of neighborhoods in the city, but then proscribes relatively minor differences in rules for development in each neighborhood.	

	Initiatives	Explanation of Problem/Opportunity	Rank
14	Streamline permitting processes to incorporate administrative discretion for projects that align with objectives listed above.	As we've discussed in the focus areas, allow administrative special exceptions for projects comptabile with existing neighborhood features, improve flora/fauna, erosion/drainage. It's incredibly frustrating for caring residents to stare at a project they know - and have engineering proof - is an improvement to drainage/erosion/nature and still be forced through the variance process.	
15	Incentivize architecture and/or building practices which minimize environmental disruption and/or improve local flora and fauna.	We've discussed some alternatives for drainage, we haven't for architecture. Problem - our current code is producing white boxes - not exactly the rural/sylvan asethetic. I initially had incentivize "traditional" architecture. But, we all have different definitions of traditional.	
16			
17	Protect and improve our residents' quality of life.		
18	Improve community engagement, communication, and education.	Our community expects to be informed of and have influence over decisions large and small. We cannot afford to lose their trust. First step we are currently taking is increasing frequency/improving content of newsletter.	
19	Develop a user-friendly online portal for community updates, and feedback.	We have basic street maitenance updates, a few bond updates, no real city council updates on website. As the newsletter gets more frequent, the doorhangers get hung, and the mail maybe gets opened - we should be driving traffic to the website itself.	
20	Improve code compliance process and outcomes.	Update online and physical guidance to minimize the number of rounds of comments back and forth from our engineers to applicants. Identify bottlenecks in the application process and potentially bring on staff - i.e. drainage engineer, arborist - to expedite processing as well as provide immediate insight to scenarios where special exceptions (mentioned above) would be justified.	
21	Maintain roads, prioritizing long-lasting solutions that may be more disruptive or costly in the short term but require less maintenance and disruption in the long term.	It's better to be more disruptive for a longer period of time once every ten years with an asethetically high quality outcome, then mildly disruptive for a shorter period of time every five years. Residents want to look at finished product and say - the final product was worth it.	
22	Complete codification efforts. Modernize language and adopt best practices in historically neglected sections – i.e. noise, peddler, parking, alarm, and arson ordinances.	We assure our residents that we regulate and enforce these various and irritating nuisances; however, our dated code makes that hard to do. Time to get it cleaned up for the benefit of all.	
23	Develop a strategy to deal with construction parking congestion.	Construction parking is the number one nuisance for older residents in the hills. I have no idea how we solve it, but what we are doing now isn't working well.	
24	Release portions of rights of way where they are perplexingly large. Acquire additional rights of way where they are perplexingly narrow.	I don't know if the older residents along North Peak know that the ROWs are so large, but we shouldn't be encumbering private property to that extent. On the flip side, we need to identify areas where we lack ROW - specifically spots we might want to put multi-use paths, and begin the acquisition process so we don't end up in a drainage easement situation.	
25	Work with TXDOT and Rollingwood to improve traffic flow along Bee Cave.	All our lights sensors are dead, they don't have budget. You'll have noticed if you've been stuck turning left on Walsh Tarlton to Bee Cave recently.	
26			
27	Secure the city from fire, panic, and other dangers.		
28	Implement a robust fire evacuation plan, including public drills and communication improvements.	We're all terrified of a fire in the hills. Priority is keeping everyone alive.	

	Initiatives	Explanation of Problem/Opportunity	Rank
29	Enhance emergency response systems through the STEAR program and neighborhood liaison teams.	We don't know who needs assistance evacuating, until we know we must presume everyone needs assistance. We won't have time to get to everyone. We also don't have the staff to get everyone. We need folks to identify themselves and neighbors to assist.	
30	Increase city assistance for residents’ fire mitigation efforts.	Simply enforcing the cleanup rules seems to be overbearing, especially on older residents on large lots. We've noodled in workshops on pursuing grants for brush cleanup on private property, I've reached out to Austin Resource Recovery to see if we could contract brush/leaf pickup with them. They have rolled out city wide, on demand brush pickup. Rotary club has indicated they would be willing to recruit high schoolers to assist in cleanup.	
31	Sustain law enforcements community focused, hands-on level of service.	Police force must be funded to maintain both the extremely fast response rates as well as their generally availability to residents. Police that will respond to nuisances, code enforcement issues, and help you find your lost pet are rare these days.	
32	Adopt new law enforcement technologies, review their efficacy annually.	Want to make sure Flock and anything like it actually works.	
33			
34	Efficiently deliver city services appropriate of a city in our circumstances.		
35	Maintain exceptional service levels while adapting to the diverse communication needs of a multi-generational community.	We have residents who want or are accustomed to a human on the first phone ring or dropping into city hall and a personal visit from the city administrator/mayor. We have residents who would rather text/email and hate phone calls.	
36	Connect residents to regional resources which assist with aging in place.	Travis County offers a variety of amazing resources which I've only recently discovered. Home remodel funds, home healthcare assistance, etc... we could have a staff member dedicated to finding money/assistance for our older residents.	
37	Adopt technology to increase efficiency, such as AI for administrative efficiency and call summarization.	If you've never used Co-Pilot, it's amazing. Staff shouldn't be having any meetings with external parties without AI generated summaries. It's far, far easier to send out action items or track down responsibilities after the fact than simple notes.	
38	Proactively work with City of Austin to get more wastewater capacity so our residents can transition from septic.	We want to stop clearing trees for septic fields. Only way to do this is additional wastewater capacity. We want a charming downtown. Only way to do this is additional wastewater capacity.	
39	Develop a user-friendly online portal for permits with processes described in a crystal-clear, foolproof way to minimize confusion over requirements.	Similar justification to row 20.	
40	Pursue grants and charitable donations to fund city initiatives without increasing taxes.	Our hunch is that there's money swirling in private foundations, public entities if we just made an effort to grab it for matters related to natural beauty and fire prevention. Let's go grab it.	
41	Strengthen regional partnerships and collaboration.		
42	Support Eanes ISD with workforce housing efforts	Eanes created a PFC. It's the only affordable housing solution that I've found that actually generates affordable housing and can guarantee those units go to people working in the city of west lake hills - whether they be Eanes employees, City employees, or employees of local retail. Happy to explain in more detail.	
43	Collaborate with neighboring cities and Travis County for fire safety and environmental efforts.	Continue our annual fire tabletops. Explore assisting Travis County with environmental enforcement on nearby lots - presuming they have any laws which we can even enforce. We have one particular problem of a mancave built in a tributary across from the city. We have standard problems of dead brush - but I don't know if Travis County even has rules to enforce against kindling on the lot.	
44	Explore opportunities for joint ventures on mobility and infrastructure projects.	Similar justification to row 5. Lots of investment by city of Austin and CTRMA incoming.	
45	Work with Rollingwood, Western Cities, and WLCC to advocate for adjustments to South Mopac Plan	Came onto my radar last week. It appears the South Mopac Expressway plans neglect any consideration for easy access for East/West commuters. I'll have more info soon, working with Mayor Massingale on the issue.	

	Initiatives	Explanation of Problem/Opportunity	Rank
46	Maintain our low property tax rates.		
47	Establish transparent year-round budget process reflected in budget calendar	The beginning of this process is establishing a strategic plan staff can point to with their budget requests.	
48	Develop and implement pro forma showing three to five budget year projections	A three to five year projection is important for realizing the feasibility or lack thereof of some of the proposals in this budget.	
49	Align strategic plan with the budget migrating from line item budget to priority based budget	Such a transition should make the budget more consumable for council as well as more intelligable to the public.	
50	Forecast and evaluate the revenues associated with larger infrastructure mentioned above initiatives.	Similar justification to row 48	