



# Small Cities, Big Regulations

2017 ICMA Annual Conference  
San Antonio, Texas

Tuesday, October 24th, 11:45 a.m.-12:15 p.m.  
Meeting Room 221B, Meeting Room Level



# Robert Wood

---

- City Manager Flatonia, Texas, 1999-2007
  - Approximately 1,500 residents, 1.5 square miles
  - Full service city—water ,wastewater, and electric utilities, parks, police, etc.
  - 20 employees
- City Administrator West Lake Hills, Texas, 2007-present
  - Approximately 3,000 residents, 4 square miles
  - Low service city--wastewater utility (all M&O via contract), no parks, solid waste via contract, and police
  - Regulation of development is the main city service
- Other
  - ICMA Credentialed Manager
  - Board for the Texas Center for Municipal Ethics
  - Member of the Texas City Management Association's Ethics Committee
  - Member of ICMA Conference Review Committee.

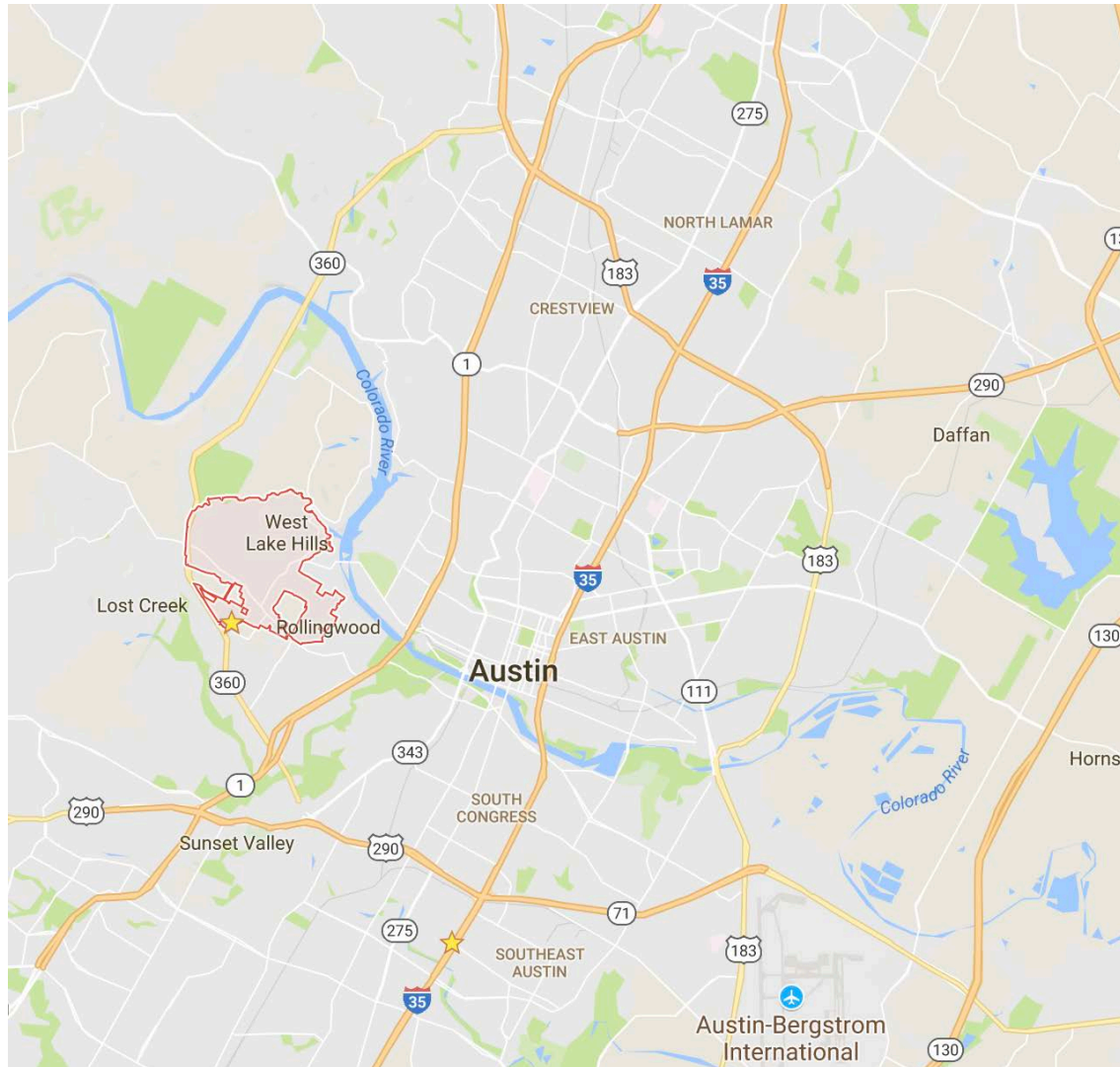
# Alan Bojorquez

---

- Founder of the Bojorquez Law Firm
- Firm serves as *City Attorney* or *Special Counsel* to many cities across Texas.
- Frequently teaches on the subjects of Ethics and Open Government.
- *Merit Certification in Municipal Law* from the Texas City Attorneys Association.
- Served as a staff attorney for the Texas Municipal League.
- Graduated from Texas Tech University with his Bachelor of Arts in English, Master of Public Administration, and Doctor of Jurisprudence.
- Founded and serves as Chairperson for the Texas Center for Municipal Ethics (a 501(c)3 nonprofit corporation).
- IMLA State Chair for Texas, and received IMLA's *Glick Award* in 2017 (for Outstanding Local Government Lawyer in Private Practice).
- Authors the TEXAS MUNICIPAL LAW & PROCEDURE MANUAL (6th Ed.).

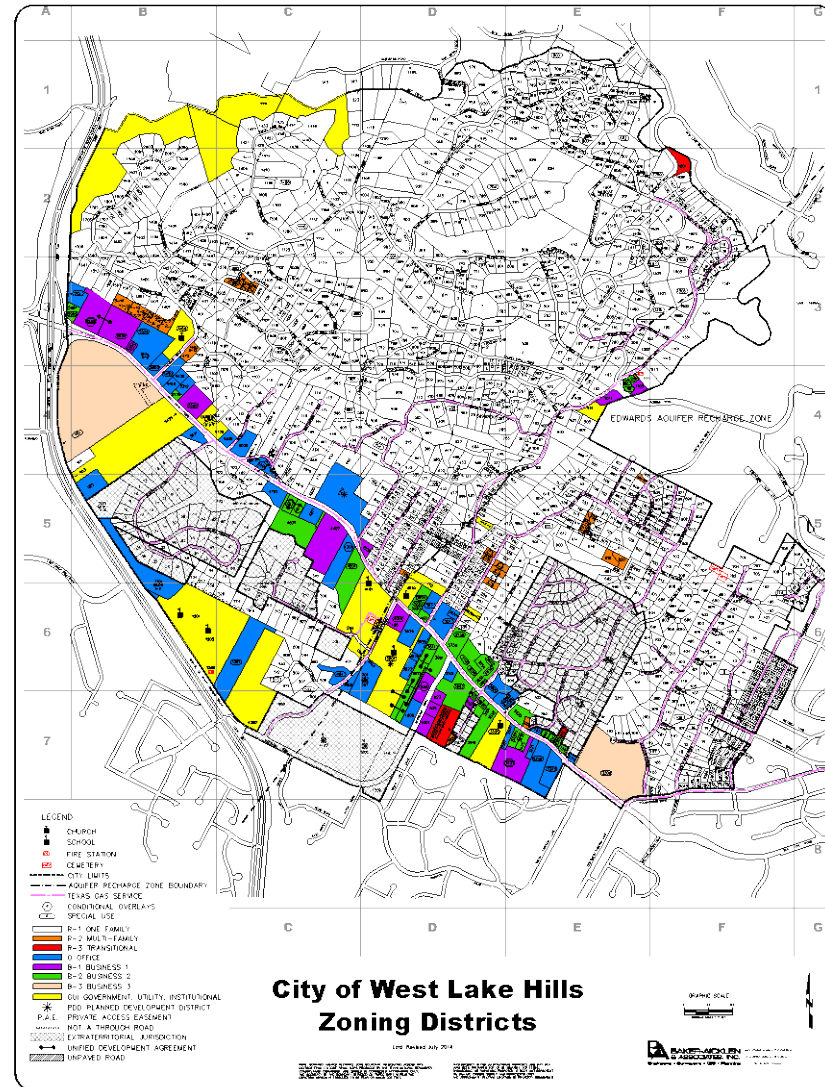
# Map of West Lake Hills

---





# West Lake Hills Zoning Map



# What's the Problem?

---

- Changing expectations from residents and elected officials
- No distinction between small and large cities
- Residents want the same services and service levels whether they are in cities of 500 or 5 million
- Small cities getting into areas of regulations that were only dealt with in very large cities just a few years ago.
- Small communities do not have the same resources (staff, budget, expertise, equipment, etc.) as larger cities.

# New Areas of Regulation

---

- Expansion of basic development regulation—building setbacks, height, drainage, impervious cover, net site area, etc.
- Trees and vegetation—removal, replacement, disease (oak wilt)
- Cell phones and handheld devices while driving
- Short Term Rentals
- Outdoor Lighting
- Historic Preservation
- Wireless Communications Towers
- Fire Safety

# Options

---

- Reset or modify expectations
- Get Creative
  - Specialized Training for Staff
  - Contract with outside individuals or firms
  - Volunteers
  - Members of Boards and Commissions
  - Partnerships with other cities and counties



# Funding

---

- Fees—typically for permits
  - Increase fees for certain projects
  - Create new fees for special issues
- Reimbursement by applicants/developers for professional services (billed after-the-fact or escrow required up front)
- Scrutinize budgets to look for unutilized or underutilized sources of revenue.

# Examples of Specialists

---

- Engineer
- Arborist
- Planner
- Architect
- Hydrologist
- Historian
- Lighting Expert
- Biologist
- Grant Administrator

# Examples

---

- Need for GIS expertise
  - Found grant for two software licenses. City Manager and Utility Manager taught themselves how to use software
- Need for Master or Comprehensive Plan in order to implement Zoning
  - Worked with River Authority to map city and write comprehensive plan including a town year capital improvement plan

# Examples (cont.)

---

- Increase in regulation of tree removal and replacement and assistance with oak wilt identification
  - Septic Inspector became Certified Arborist
- Need for City Planner
  - Reorganized two existing positions and added a small amount of funding to budget to hire first city planner
  - No increase in FTEs
  - Supplemented through contract work with City Attorney's firm

# Examples (cont.)

---

- Finance/Accounting
  - Consultant or contractor.
  - Eliminated one position in municipal court and made small increase in budget for finance officer.
  - No increase in FTEs.
- Lighting Expert
  - Lumens, foot candles, shielding, hooding, etc.
  - Consultant or contractor to help educate, make case for regulations, write ordinance, review plans, etc.



# Questions

---