

PUBLIC NOTICE

AGENDA

LOCKHART CITY COUNCIL

TUESDAY, FEBRUARY 2, 2021

CLARK LIBRARY ANNEX-COUNCIL CHAMBERS
217 SOUTH MAIN STREET, 3rd FLOOR
LOCKHART, TEXAS

COUNCILMEMBER VIDEO AND AUDIO CONFERENCE PARTICIPATION

Pursuant to Section 551.127 of the Texas Government Code, one or more members of the Lockhart City Council may participate in a meeting remotely, following certain guidelines and notice requirements. The member of the Council presiding over the meeting will be physically present at the above public location. Video and audio conference equipment providing two-way video/audio communication with each member participating remotely will be made available, and each portion of the meeting held by video/audio conference that is required to be open to the public can be heard by the public at the location specified.

CITIZEN AND COUNCILMEMBER VIDEO/AUDIO VOLUNTARY CONFERENCE PARTICIPATION

- *Join virtual meetings via Zoom.*
- *Mayor will call upon each citizen registered to address the Council during the agenda item.*
- *Attendees may also call in to listen only.*
- *Council agenda packets can be reviewed at http://www.lockhart-tx.org/page/gov_agendas_minutes*
- *Individuals may watch the Council meeting online at http://www.lockhart-tx.org/page/gov_meeting_videos*

PUBLIC COMMENT

Persons wishing to "speak" during the public comment period of a public meeting must submit their written comments to cconstancio@lockhart-tx.org no later than 12 p.m. (noon) on the day of the meeting. Timely submitted comments will be read aloud by the Mayor during the public comment portion of the meeting.

PUBLIC HEARINGS

Persons wishing to participate in any public hearing item listed on the agenda may do so as follows:

- Send written comments which will be read aloud; or
- Request a link to join the public hearing portion of the virtual meeting.
Written comments or requests to join a public hearing by virtual meeting must be sent to cconstancio@lockhart-tx.org no later than 12 p.m. (Noon) on the day of the hearing. Comments shall have a time limit of three minutes each. Citizens who join the public hearing virtually will be provided a link and call-in number to participate remotely.

Comments whether during public hearings or public comment periods, shall have a time limit of three minutes each. Any threatening, defamatory or other similar comments are prohibited.

6:30 P.M.

WORK SESSION (No Action)

Work session will be held to receive briefings and to initially discuss all items contained on the Agenda posted for 7:30 p.m. Generally, this work session is to simplify issues as it relates to the agenda items. No vote will be taken on any issue discussed or reviewed during the work session.

PRESENTATION ONLY

- A. Presentation of a proclamation declaring February as Black History Month.
- B. Presentation of a proclamation declaring February as Dating Violence Awareness and Prevention Month.

DISCUSSION ONLY

- A. Presentation by the Greater San Marcos Partnership and the Lockhart Economic Development Corporation regarding economic development activities. 5-37
- B. Discuss minutes of the City Council meeting of January 5, 2021, January 19, 2021 and January 23, 2021. 51-65
- C. Receive 1st Quarter Fiscal Year 2021 Investment Report. 66-75
- D. Discuss proposal and contractual agreement between Raftelis Financial Consultants, Inc., and the City of Lockhart; and authorizing the City Manager to sign the contractual agreement. 76-132
- E. Discuss annual review of the City of Lockhart Emergency Warning System policies which includes the Outdoor Warning Sirens (OWS) and the Regional Notification System (RNS) in partnership with the Capital Area Council of Governments (CAPCOG). 133-142
- F. Presentation of the 1st Quarter Financial Report for Fiscal Year 2020-2021. 143-153
- G. Discussion regarding use of revenue generated of the sale of the city property at 728 S. Main Street. 154
- H. Discuss Mayor's declaration of local disaster regarding requiring face coverings, and addressing other matters related to COVID-19, if necessary. 155-167

7:30 P.M. REGULAR MEETING

1. **CALL TO ORDER**

Mayor Lew White

2. **INVOCATION, PLEDGE OF ALLEGIANCE**

Invocation.

Pledge of Allegiance to the United States and Texas flags.

3. **PUBLIC COMMENT**

(The purpose of this item is to allow the public an opportunity to address the City Council on issues that are or are not on the agenda. No discussion can be carried out on the citizen/visitor comment about items not on the agenda. Comments are limited to three minutes per speaker.)

4. **PUBLIC HEARING/COUNCIL ACTION**

- A. Hold a public hearing on application ZC-21-01 by Scott Miller on behalf of Benny Hilburn for a Zoning Change from RLD Residential Low Density District, RMD Residential Medium Density District, and AO Agricultural-Open Space District to RMD Residential Medium Density District on 50.745 acres in the Cornelius Crenshaw Survey, Abstract No. 68, located at 1701 West San Antonio Street (SH 142). 38-50
- B. Discussion and/or action to consider Ordinance 2021-02 amending the Official Zoning Map of the City of Lockhart, Texas, to reclassify the property known as 50.745 acres in the Cornelius Crenshaw Survey, Abstract No. 68, located at 1701 West San Antonio Street (SH 142), from RLD Residential Low Density District, RMD Residential Medium Density District, and AO Agricultural-Open Space District to RMD Residential Medium Density District.

5. **CONSENT AGENDA**

- A. Approve minutes of the City Council meeting of January 5, 2021, January 19, 2021 and January 23, 2021. 51-65
- B. Accept 1st Quarter Fiscal Year 2021 Investment Report. 66-75
- C. Approve proposal and contractual agreement between Raftelis Financial Consultants, Inc., and the City of Lockhart; and authorizing the City Manager to sign the contractual agreement. 76-132

6. **DISCUSSION/ACTION ITEMS**

- A. Discussion and/or action to conduct an annual review of the City of Lockhart Emergency Warning System policies which includes the Outdoor Warning Sirens (OWS) and the Regional Notification System (RNS) in partnership with the Capital Area Council of Governments (CAPCOG). 133-142
- B. Presentation of the 1st Quarter Financial Report for Fiscal Year 2020-2021. 143-153
- C. Discussion regarding use of revenue generated of the sale of the city property at 728 S. Main Street. 154
- D. Discussion and/or action to consider the Mayor's declaration of local disaster regarding requiring face coverings, and addressing other matters related to COVID-19, if necessary. 155-167
- E. Discussion and/or action regarding appointments to various boards, commissions or committees. 168-177

7. **CITY MANAGER'S REPORT, PRESENTATION AND POSSIBLE DISCUSSION**

- Update regarding new City phone system.
- Lockhart Police Department entrance exam will be held on Saturday, February 27, 2021. This exam will be open to both certified and non-certified applicants.
- Update regarding Public Information Officer position.
- AARP offering contactless tax aid at the Library, February 22 – April 12.

8. **COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST**
(**Items of Community Interest defined below)
9. **EXECUTIVE SESSION IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT CODE, TITLE 5, SUBCHAPTER D, SECTION 551.071, PRIVATE CONSULTATION WITH ITS ATTORNEY TO SEEK ADVICE ABOUT PENDING OR CONTEMPLATED LITIGATION; AND/OR SETTLEMENT OFFER.**
 - A. Discussion of legal issues regarding contract amendment for Project Future.
10. **OPEN SESSION**
 - A. Discussion and/or action regarding contract amendment for Project Future.
11. **ADJOURNMENT**

*** Items of Community Interest includes: 1) expressions of thanks, congratulations or condolence; 2) information regarding holiday schedules; 3) an honorary or salutary recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in the status of a person's public office or public employment is not an honorary or salutary recognition for purposes of this subdivision; 4) a reminder about an upcoming event organized or sponsored by the governing body; 5) information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official employee of the municipality; and 6) announcements involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda. (SB 1182 - effective 09/01/2009)*

City Council shall have the right at anytime to seek legal advice in Executive Session from its Attorney on any agenda item, whether posted for Executive Session or not.

Posted on the bulletin board in the Municipal Building, 308 West San Antonio Street, Lockhart, Texas, on the 29th day of January 2021 at 3:00 p.m.

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION: Presentation of update for Economic Development activities from the Greater San Marcos Partnership and the Lockhart Economic Development Corporation for 2020.

ORIGINATING DEPARTMENT AND CONTACT: Mike Kamerlander, Director, Economic Development; mkamerlander@lockhart-tx.org; 512.376.0856

ACTION REQUESTED:

- ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION: Presentation to council from Jason Giulietti, President of the Greater San Marcos Partnership and Mike Kamerlander, Director, Economic Development for the City of Lockhart on economic development activities from both organizations for 2020.

The GSMP is a public / private partnership of over 100 investors to advance Hays and Caldwell Counties for economic development purposes. Lockhart has been an investor of GSMP since the organization began in 2010 and currently pays \$20,000 annually, via LEDC funds, for GSMP's assistance in public relations, advertising, and advocating to companies and site selectors for economic development projects. LEDC is limited by state law from spending more than 10% of its revenue on "marketing activities". GSMP helps LEDC leverage the investment of others to further the reach of Lockhart's marketing efforts. This has proven to be successful over the last decade as GSMP helped Lockhart win projects like Fashion Glass and Mirror, Pure Castings, and VFT.

PROJECT SCHEDULE (if applicable): N/A

AMOUNT & SOURCE OF FUNDING:

Finance Review initials _____

Funds Required: N/A

Account Number: N/A

Funds Available: N/A

Account Name: N/A

FISCAL NOTE (if applicable): N/A

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: N/A

STAFF RECOMMENDATION/REQUESTED MOTION: N/A

LIST OF SUPPORTING DOCUMENTS: Presentation from both GSMP and LEDC.

Department Head initials:

CC for MK

City Manager's Review:





City of Lockhart - GSMP Update

February 2, 2021
Jason J. Giulietti, President



AUGUST 11TH

10
GREATER + SAN MARCOS
P A R T N E R S H I P
10
YEARS
1,000'S OF JOBS

35



GSMP Team



Jason Giulietti
President



John Ellis
VP, Marketing



Jessica Inacio
Senior Director,
Business Attraction



Shannon Webb
Office Manager



Laurie Hartz
Director, Investor
Relations



Barbara Thomason
Director, BRE & Workforce
Development



JD Moore
Marketing &
Comms Manager



Emily Mathes
Project Manager



Katherine Terry
Research Analyst





FY20 recap

- 7 ANNOUNCEMENTS (TOTAL OF LAST 3 YEARS COMBINED)
 - JVA Electric in Lockhart
- YEAR END PIPELINE MORE THAN 28,000 JOBS TOTALING MORE THAN \$6.5 BILLION IN CAPITAL EXPENDITURES REPRESENTING MORE THAN 13 MILLION SQUARE FEET OF SPACE REQUIREMENTS
 - All record highs





FY20 recap

WEBSITE RECORD YEAR: 16,519 USERS, 22, 374 SESSIONS AND 43,636 PAGEVIEWS

NATIONAL AND INTERNATIONAL PLACEMENTS

537,085,591 IMPRESSIONS; \$2,239,274 AD EQUIVALENCY

SYNDICATED (HAYS AND CALDWELL COUNTY COMMUNITIES) BI-WEEKLY ARTICLE





VISION 2025

- Regional Economic Development Strategy
 - Developed with a 50+ person steering committee
 - Caldwell County and City of Lockhart multiple representatives included
 - Residents, Community organizations also engaged
- Completed October 2020
- Fundraising underway; Target completion March 2021
- Implementation work groups being execution





VISION 2025 – Themes

- I. Support Quality Employment Growth
- II. Optimize the Local Talent Base
- III. Accommodate and Manage Quality Growth
- IV. Enhance Community Appeal





First Quarter Executive Summary

- Economic Outlook Event – November 12th
 - Hybrid event
 - Speakers included: Robert Allen, Terry Mitchell and Buck Cody
 - Engagement with local restaurants
- Strengthening community partnerships
 - Chamber of Commerce collaborations including Lockhart Chamber of Commerce
 - Sponsorship of Leadership Lockhart
 - Downtown initiatives – San Marcos Art Walk, Mural Project
 - Splash Co-working birthday celebration





Current Activity

- Projects continue to explore our region at unprecedented levels
 - Four announcements in first quarter
- Consultants continue to be bullish on Central Texas
- Business retention efforts generating new projects
- Finalizing new website
 - New real estate features
 - Consistently updated data about the region
 - Dynamic interface for those interested in our region





Looking Forward

- Economic Development 101 Seminar – January 21st
- Conversation with Caldwell and Hays County Judges – February 11th
- Transportation Summit (in partnership with Greater San Marcos Chamber of Commerce) – February 25th
- COVID-19 At-Risk Workers Event – Late March
- Familiarization Tour – new dates June 9-11
- Investor meeting changes (February/March)





Business Attraction Activity Matrix

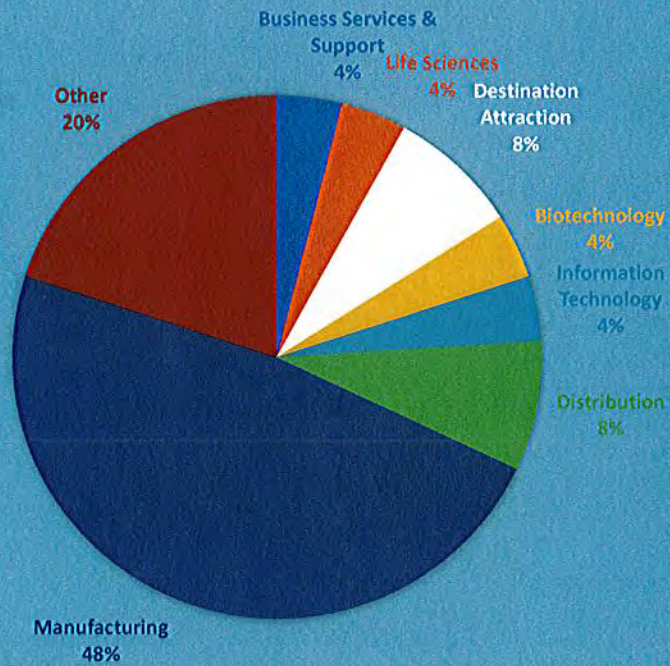
	FY21 Q1
Site Selector Meetings	26
NEW LEADS	25
Internal Leads	
Direct Company	2
Local/Regional Broker	1
Site Consultant	3
Other (developers, industry relationships, etc.)	2
External Leads	
Austin Chamber	8
State	9
PROSPECT VISITS	8
New (1st)	5
Repeat	3
ANNOUNCEMENTS	4





FY20 YTD Leads By Industry

Total Project Updates
75,910 Jobs
2,048,415 Square Feet
5,305 Acres
\$3.175 Billion





Fiscal year 21 – Lockhart Focus

- Marketing and Promotion
- Earned and Paid Media opportunities
- Familiarization tour engagement





EARNED MEDIA - National

"The pipeline of new projects that are looking at our region as investments and location opportunities is at an all-time high, both in dollars spent and jobs, and a lot of it is centered around supply chain logistics and distribution," Giulietti said.

FREIGHT WAVES

As e-commerce soars, logistics real estate in Texas is hot

Demand for cross-dock warehouses, logistics centers surge across the Lone Star State

Noi Mahoney

Monday, October 12, 2020



Amazon Inc. has announced or opened new fulfillment centers or delivery stations in seven cities across Texas since June. (Photo: Amazon)

Across Texas, distribution centers and logistics facilities are hot commodities, fueled by a surge in online shopping.

Amazon, FedEx and Lowe's are three of the companies that have all either opened or announced new distribution and logistics facilities aimed at the State since May.



EARNED MEDIA - National

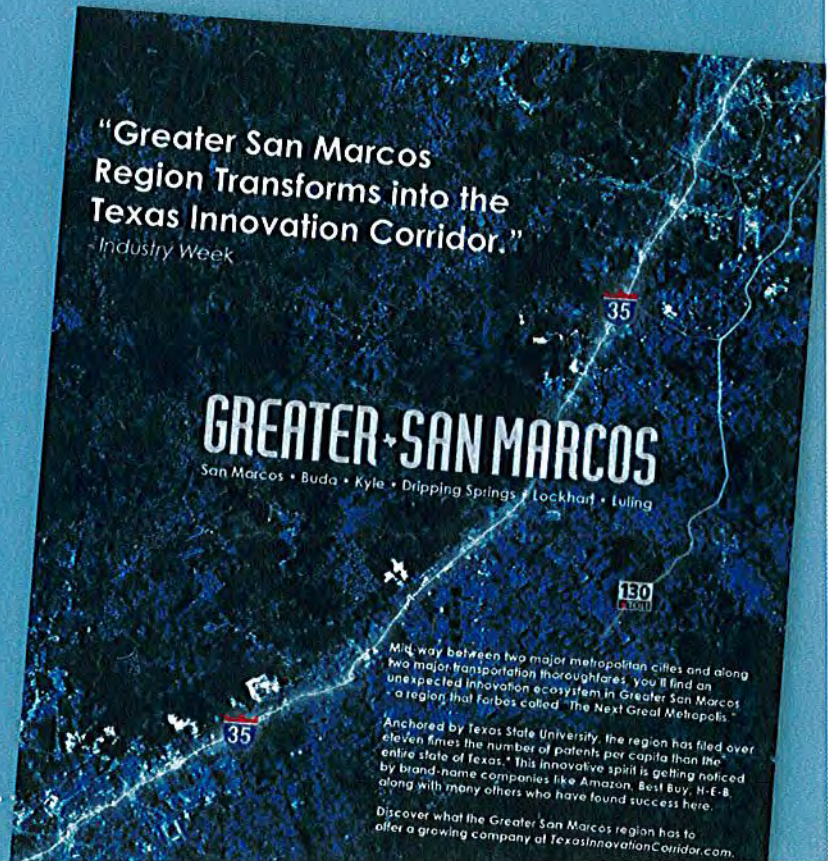
"On December 2, 2020 Lockhart (population 13,458) announced that it's moving forward with a new 75-acre industrial park to keep up with demand for site-ready facilities as innovative companies look to Lockhart for expansions and relocations."



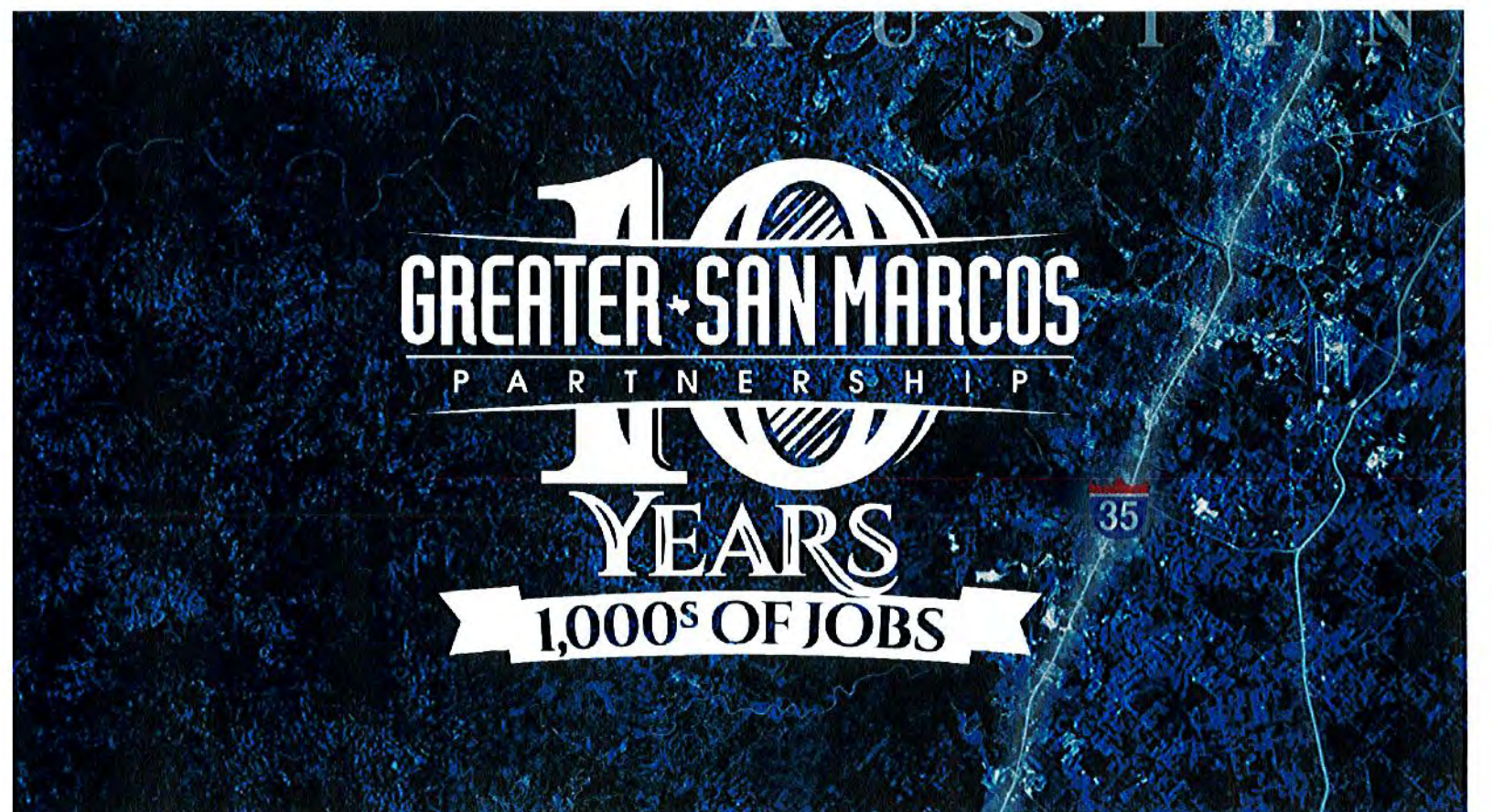


PAID MEDIA - National

- Trade & Industry Development
 - In print and online
 - Digital Audience Extension (retargeting)
 - 240K Impressions over 6 months (Feb – Aug)



AUGUSTIN



10
GREATER + SAN MARCOS
P A R T N E R S H I P
10
YEARS
1,000'S OF JOBS

35



CITY OF
Lockhart
ECONOMIC DEVELOPMENT

2020 ACTIVITY REVIEW



Target Industry Strategy

- Adopted in October 2020 after a 6-month process which included in-person visits by the consultant and input from the community.
- New Target Industries:
 - Auto Parts, Metal & Electronic Manufacturing
 - Food & Beverage Processing
 - Logistics & Distribution
 - Pharmaceutical, Medical Supplies & Medical Device Manufacturing

New Office

- LEDC moved into its new office space in mid-June 2020. Immediately make a big impact with LEDC's ability to host meetings (per COVID guidelines) and present to prospects considering Lockhart.



New LEDC Website

- LEDC's new website launched in October 2020 after 5 months of work.
- Refreshed look and feel with the City's new branding.
- Enhanced functionality to better post information for prospective companies and others looking at Lockhart.



Website Redevelopment

ED SUITE

CITY OF
Lockhart
ECONOMIC DEVELOPMENT

[Advantages](#) [Site Selection](#) [Local Data](#) [Business Growth](#) [Real Estate](#) [About the EDC](#)



Where Undeniable
Opportunity Meets
Authentic Texas
Community

[Our Advantages](#)



First BIG Grant

- BIG Grant Program was first established for FY 19-20. The first funded project was done at the end of 2020 with great success.
- More applicants expected in 2021 as program begins to reach potential.



Announcement

100,000+ SF Facility
which will expand
over time.

\$10+ million initial
investment

>28 jobs initially

Largest Economic
Development win in 45
years



Iron Ox Chooses Lockhart for Expansion

GROWN BY ROBOTS WITH LOVE

Our growing process takes a human led, robotics-first approach to ensure every plant is grown at its best from seed to harvest.



COVID-19

- An unprecedented pandemic affected the businesses of Lockhart in 2020.
- City of Lockhart stepped up in a big way in 2020:
 - 16 grants totaling \$40,000
 - 18 loans totaling \$110,000
- These funds undoubtedly kept Lockhart businesses functioning in 2020 and made a huge impact to keeping Lockhart's economy as healthy as possible.



New Industrial Park

- December 2020 City Council and LEDC agreed to proceed with the purchase of 75-acres for a new industrial park.
- LEDC passed its first sales tax revenue bonds of \$1.6 million to finance the purchase.
- True partnership in economic development from the City, County, and LEDC to achieve a common goal.
- Tremendous interest since the announcement of the park.



Centerpoint Industrial Park – Phase 1



ACTIVITY

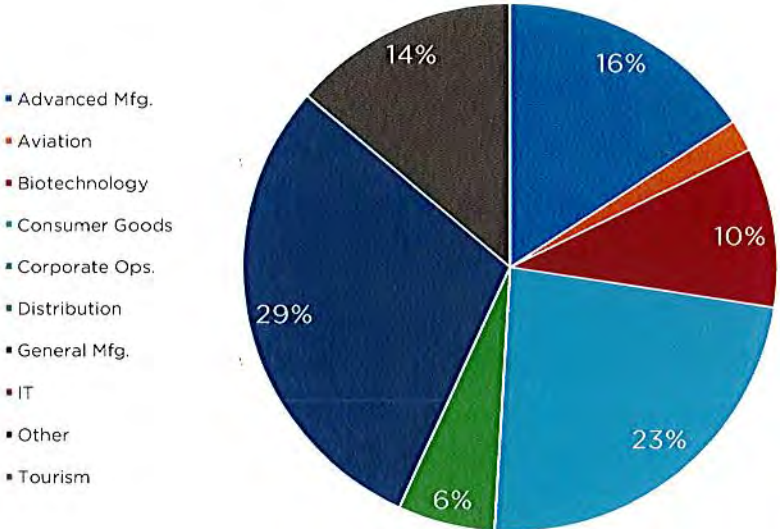


Business Recruitment Activity Matrix



	CY 2020
OUT OF REGION VISITS	9
SOURCES OF LEADS	51
Internal Leads	
Direct Company	11
Local/Regional Broker	6
Site Consultant	0
Other	0
External Leads	
Austin Chamber	9
State	24
GSMP	1
PROSPECT FOLLOW UP REQUEST	2,025
PROSPECT VISITS	14
New (1 st)	8
Repeat	6
Announcements	2

LEADS BY INDUSTRY – CY 2020



Project Updates
23,003 jobs
13.211 million sq. ft.
3,093 acres
\$3.451 Billion



THANK YOU!

FOR MORE INFO ABOUT THE LOCKHART EDC VISIT
WWW.LOCKHARTEDC.COM



City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION:

Hold a PUBLIC HEARING on application ZC-21-01 by Scott Miller on behalf of Benny Hilburn, and discussion and/or action to consider Ordinance 2021-02, for a Zoning Change from RLD Residential Low Density District, RMD Residential Medium Density District, and AO Agricultural–Open Space District to RMD Residential Medium Density District on 50.745 acres in the Cornelius Crenshaw Survey, Abstract No. 68, located at 1701 West San Antonio Street (SH 142).

ORIGINATING DEPARTMENT AND CONTACT: Planning Department – Dan Gibson, City Planner

ACTION REQUESTED:

X ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION:

The applicant proposes to develop a single-family residential subdivision with lot sizes that are similar to those in the adjacent Windridge Subdivision. The preliminary layout shows the existing and future streets in Windridge being extended into the new subdivision. RMD zoning is necessary to accommodate the proposed lot sizes. Over half of the subject property is already zoned RMD, while a strip at the front is currently zoned RLD, and an area at the rear is zoned AO. The entire eastern border of the subject property, except for a small section at the south end, abuts property that is already zoned RMD. Therefore, this zoning change would simply enlarge the existing pattern of RMD zoning in the area. This is a new subdivision where the subdivider will be responsible for all new streets and utilities, including any needed off-site utility extensions. There will be one internal street intersecting West San Antonio Street at Richland Drive, but other internal streets will connect to existing and future subdivisions on both the east and west sides. The proposed RMD zoning classification is consistent with the Land Use Plan map designation of Medium Density Residential for this tract. No opposition has been expressed, either in writing or at the Planning and Zoning Commission meeting. *Additional information is contained in the attached staff report.*

COMMITTEE/BOARD/COMMISSION ACTION:

At their January 27th meeting, the Planning and Zoning Commission voted to recommend *APPROVAL*.

STAFF RECOMMENDATION/REQUESTED MOTION: *APPROVAL.*

LIST OF SUPPORTING DOCUMENTS:

- 1) Ordinance 2021-02.
- 2) Legal description and survey.
- 3) Maps.
- 4) Staff report.
- 5) Application form.
- 6) Owner's letter of authorization.

Department Head initials:

D.G.

City Manager's Review:

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ORDINANCE 2021-02

AN ORDINANCE OF THE CITY OF LOCKHART, TEXAS, AMENDING THE OFFICIAL ZONING MAP OF THE CITY OF LOCKHART, TEXAS, TO RECLASSIFY THE PROPERTY KNOWN AS 50.745 ACRES IN THE CORNELIUS CRENSHAW SURVEY, ABSTRACT NO. 68, LOCATED AT 1701 WEST SAN ANTONIO STREET (SH 142), FROM RLD RESIDENTIAL LOW DENSITY DISTRICT, RMD RESIDENTIAL MEDIUM DENSITY DISTRICT, AND AO AGRICULTURAL-OPEN SPACE DISTRICT TO RMD RESIDENTIAL MEDIUM DENSITY DISTRICT.

WHEREAS, on January 27, 2021, the Planning and Zoning Commission held a public hearing and voted to recommend approval of said change; and,

WHEREAS, the City Council desires to amend the zoning map as provided in Section 64-128 of the Code of Ordinances; and,

WHEREAS, a public hearing was held in conformance with applicable law;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LOCKHART, TEXAS, THAT:

- I. The foregoing recitals are approved and adopted herein for all purposes.
- II. The above-referenced property described in Zoning Change request ZC-21-01 as 50.745 acres in the Cornelius Crenshaw Survey, Abstract No. 68, more particularly described in Exhibit "A" and located at 1701 West San Antonio Street (SH 142), will be reclassified from RLD Residential Low Density District, RMD Residential Medium Density District, and AO Agricultural-Open Space District to RMD Residential Medium Density District.
- III. Severability: If any provision, section, clause, sentence, or phrase of this ordinance is for any reason held to be unconstitutional, void, invalid, or unenforced, the validity of the remainder of this ordinance or its application shall not be affected, it being the intent of the City Council in adopting and of the Mayor in approving this ordinance that no portion, provision, or regulation contained herein shall become inoperative or fail by way of reasons of any unconstitutionality or invalidity of any other portion, provision or regulation.
- IV. Repealer: That all other ordinances, sections, or parts of ordinances heretofore adopted by the City of Lockhart in conflict with the provisions set out above in this ordinance are hereby repealed or amended as indicated.
- V. Publication: That the City Secretary is directed to cause this ordinance caption to be published in a newspaper of general circulation according to law.
- VI. Effective Date: That this ordinance shall become effective and be in full force immediately upon and from the date of its passage.

PASSED, APPROVED, AND ADOPTED AT A REGULAR MEETING OF THE LOCKHART CITY COUNCIL ON THIS THE SECOND DAY OF FEBRUARY, 2021.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

APPROVED AS TO FORM:

Connie Constancio, TRMC, City Secretary

Monte Akers, City Attorney

EXHIBIT "A"

50.745 ACRES
CORNELIUS CRENSHAW SURVEY, ABSTRACT NO. 68
CALDWELL COUNTY, TEXAS

FIELD NOTES

BEING ALL OF THAT CERTAIN 50.745 ACRE TRACT OF LAND, SITUATED IN THE CORNELIUS CRENSHAW SURVEY, ABSTRACT 68, CALDWELL COUNTY, TEXAS, BEING ALL OF THAT CALLED 50 ACRE TRACT OF LAND (EXHIBIT F) CONVEYED TO GRIFFITH FAMILY PARTNERS, LTD. IN VOLUME 428, PAGE 723, OFFICIAL PUBLIC RECORDS OF CALDWELL COUNTY, TEXAS, SAID 50.745 ACRE TRACT OF LAND BEING MORE FULLY DESCRIBED BY METES AND BOUNDS AS FOLLOWS:

BEGINNING, at a 1/2 inch iron rod found at the easternmost corner of said 50 acre tract of land, being at the southernmost corner of a called 1.434 acre tract of land conveyed to Robert and Sharisse Parker in Document Number 112293, Official Public Records of Caldwell County, Texas, being in the northern right-of-way line of State Highway 142 (R.O.W. Varies), for the easternmost corner and the **POINT OF BEGINNING** of the herein described tract of land, and from which a 1/2 inch iron rod found in the northwest line of said State Highway 142, being at the easternmost corner of a called 2.24 acre tract of land (Tract 2) conveyed to 2HK, LLC. in Volume 608, Page 508, Official Public Records of Caldwell County, Texas, same being at the southernmost corner of a called 17.478 acre tract of land conveyed to Robert and Sharisse Parker in Document Number 112294, Official Public Records of Caldwell County, Texas, bears N84°42'09"E, a distance of 1030.65 feet,

THENCE, S84°42'09"W, with the southwest line of said 50 acre tract and the northeast line of said State Highway 142, a distance of 750.09 feet to a capped 1/2 inch iron rod set stamped "CBD SETSTONE" at the southernmost corner of said 50 acre tract, being at the apparent easternmost corner of a called 4.80 acre tract of land conveyed to Sharon Truett in Volume 604, Page 879, Official Public Records of Caldwell County, Texas, same being in the northeast line of said State Highway 142, for the southernmost corner of the herein described tract of land, and from which a TXDOT concrete monument with brass disk found in the northern line of said State Highway 142, being at the southernmost corner of a called 7.412 acre tract (Exhibit A) conveyed to Wendy Batsarah and Amy Bibb in Document Number 2019-006078, Official Public Records of Caldwell County, Texas, same being at the easternmost corner of a called 7.412 acre tract of land conveyed to Janice Keen Trust in Volume 414, Page 715, Official Public Records of Caldwell County, Texas, bears N80°57'59"W, a distance of 706.97 feet,

THENCE, N31°10'30"W, with the common line of said 50 acre tract and said 4.80 acre tract of land, a distance of 1202.06 feet to 1" iron pipe found at an interior corner of said 50 acre tract, being at the northernmost corner of said 4.80 acre tract, for an interior corner of the herein described tract of land,

THENCE, S58°56'17"W, continuing with the common line of said 50 acre tract and said 4.80 acre tract of land, passing the westernmost corner of said 4.80 acre tract, being the northernmost corner of a called 4.052 acre tract of land conveyed to James Robertson in Volume 336, Page 480, Official Public Records of Caldwell County, Texas, and continuing for a total distance of 349.12 feet to a 1 inch iron pipe found at the westernmost corner of said 4.052 acre tract of land, being at a western exterior corner of said 50 acre tract of land, same being in the northeast line of said Batsarah and Bibb 7.412 acre tract of land, for a western exterior corner of the herein described tract of land,

THENCE, N30°50'59"W, with the common line of said 50 acre tract, and said Batsarah and Bibb 7.412 acre tract, passing the northernmost corner of said 7.412 acre Batsarah and Bibb tract, being the easternmost corner of a called 7.412 acre tract of land (Tract One) conveyed to Janice Keen Trust in Document Number 2019-003394, Official Public Records of Caldwell County, Texas, and continuing for a total distance of

1297.27 feet to a 1 1/2 inch rebar found at the northernmost corner of said 7.412 acre (Tract One), being at the westernmost corner of said 50 acre tract, same being in a southeastern line of a called 202.58 acre tract conveyed to SBH Family, LP. in Volume 511, Page 51, Official Public Records of Caldwell County, Texas, for the westernmost corner of the herein described tract of land, and from which a 1/2 inch iron rod found in the northwest line of said 7.412 acre (Tract One), being at a southern corner of said 202.58 acre tract of land, same being at an eastern corner of a called 16.216 acre tract of land (Exhibit A) in Document Number 2017003399, Official Public Records of Caldwell County, Texas, bears $560^{\circ}17'42''$ W, a distance of 448.85 feet,

THENCE, $N60^{\circ}17'42''$ E, with the common line of said 50 acre tract and said 202.58 acre tract, a distance of 1001.11 feet to a capped 1/2 Inch Iron rod set stamped "C8D SETSTONE" at the northernmost corner of said 50 acre tract, being in a southeastern line of said 202.58 acre tract, same being in the south right-of-way line of the M.K. & T. Railroad (100' R.O.W.), also being at the westernmost corner of a called 72.57 acre tract of land conveyed to Robert and Sharisse Parker in Volume 608, Page 437, Official Public Records of Caldwell County, Texas, for the northernmost corner of the herein described tract of land, and from which a 1/2 inch iron rod found at an eastern corner of said 16.216 acre tract, being in the south line of said Railroad, same being in a southwestern line of said 202.58 acre tract, bears $S83^{\circ}10'56''$ W, a distance of 1602.97 feet, and also from which a 60d nail found in the south face of a 28 inch Hackberry with blaze, being 0.1 feet recessed under current bark, in the south line of said Railroad, being at the northernmost corner of said 72.57 acre tract, same being at the westernmost corner of a called 80.34 acre tract of land conveyed to Spillmann Properties, LTD. in Document Number 095263, Official Public Records of Caldwell County, Texas, bears $N83^{\circ}10'56''$ E, a distance of 1574.26 feet,

THENCE, $S31^{\circ}29'57''$ E, with the northeast line of said 50 acre tract, the southwest line of said 72.57 acre tract, the southwest line of Windridge, Section 5, a subdivision recorded in Cabinet C, Slide 24, Plat Records of Caldwell County, Texas, the southwest line of Windridge, Section 4, a subdivision recorded in Cabinet B, Slide 26, Plat Records of Caldwell County, Texas, the southwest line of Windridge, Section 3, a subdivision recorded in Cabinet B, Slide 16, Plat Records of Caldwell County, Texas, and the northwest line of said 1.434 acre tract of land, a distance of 2801.74 feet to the POINT OF BEGINNING and containing 50.745 acres of land.

Surveyed by:



16 Dec 2020

Aaron Thomason, R.P.L.S. NO. 6214

Carlson, Brigance and Doering, Inc.

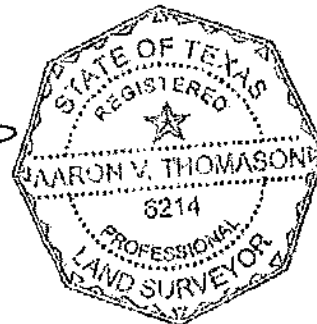
5501 West William Cannon

Austin, TX 78749

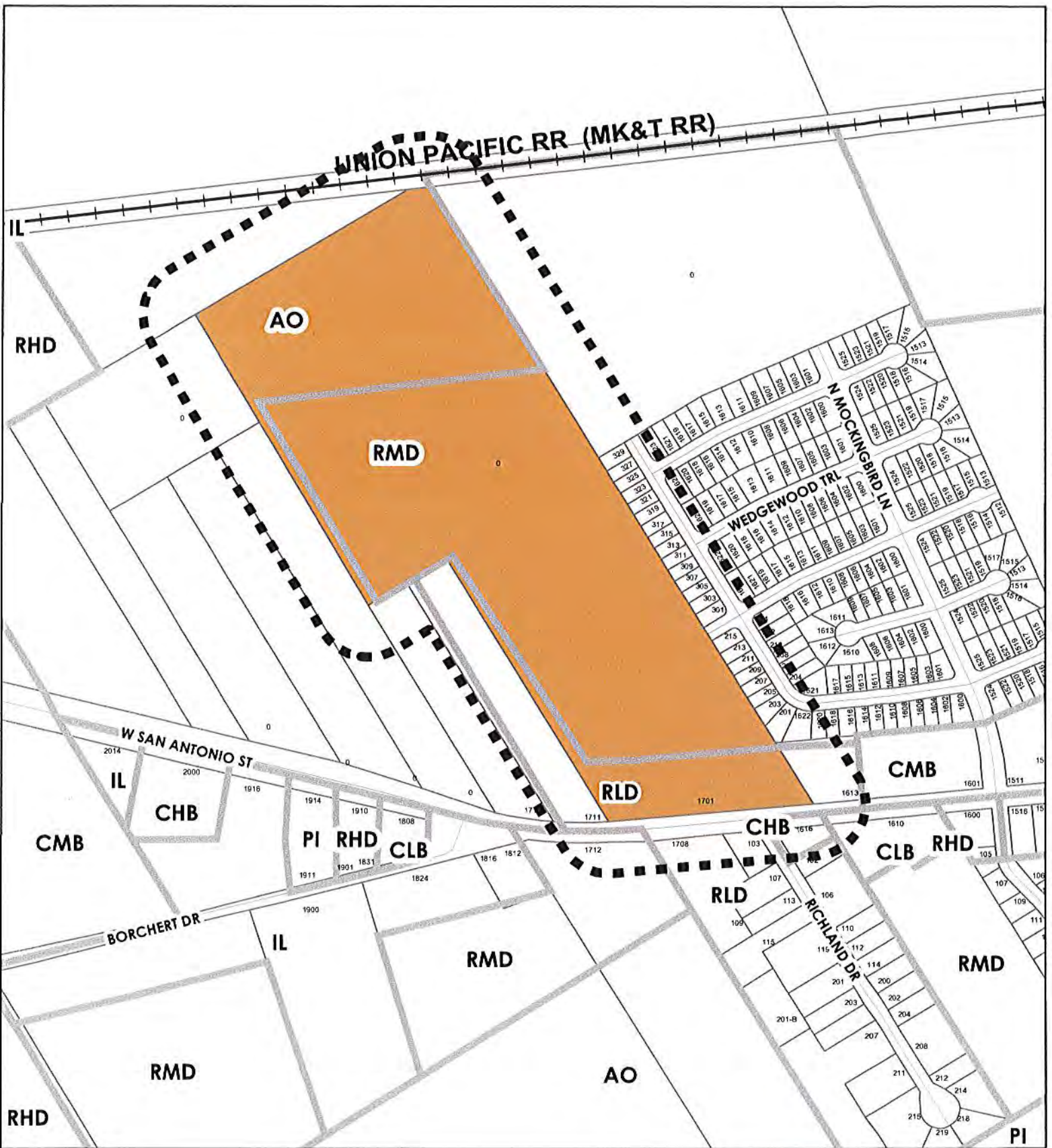
Ph: 512-280-5160

Fax: 512-280-5165

Aaron@cbdeng.com



BEARING BASIS: TEXAS COORDINATE SYSTEM, SOUTH CENTRAL ZONE (4204), NAD83



ZC-21-01

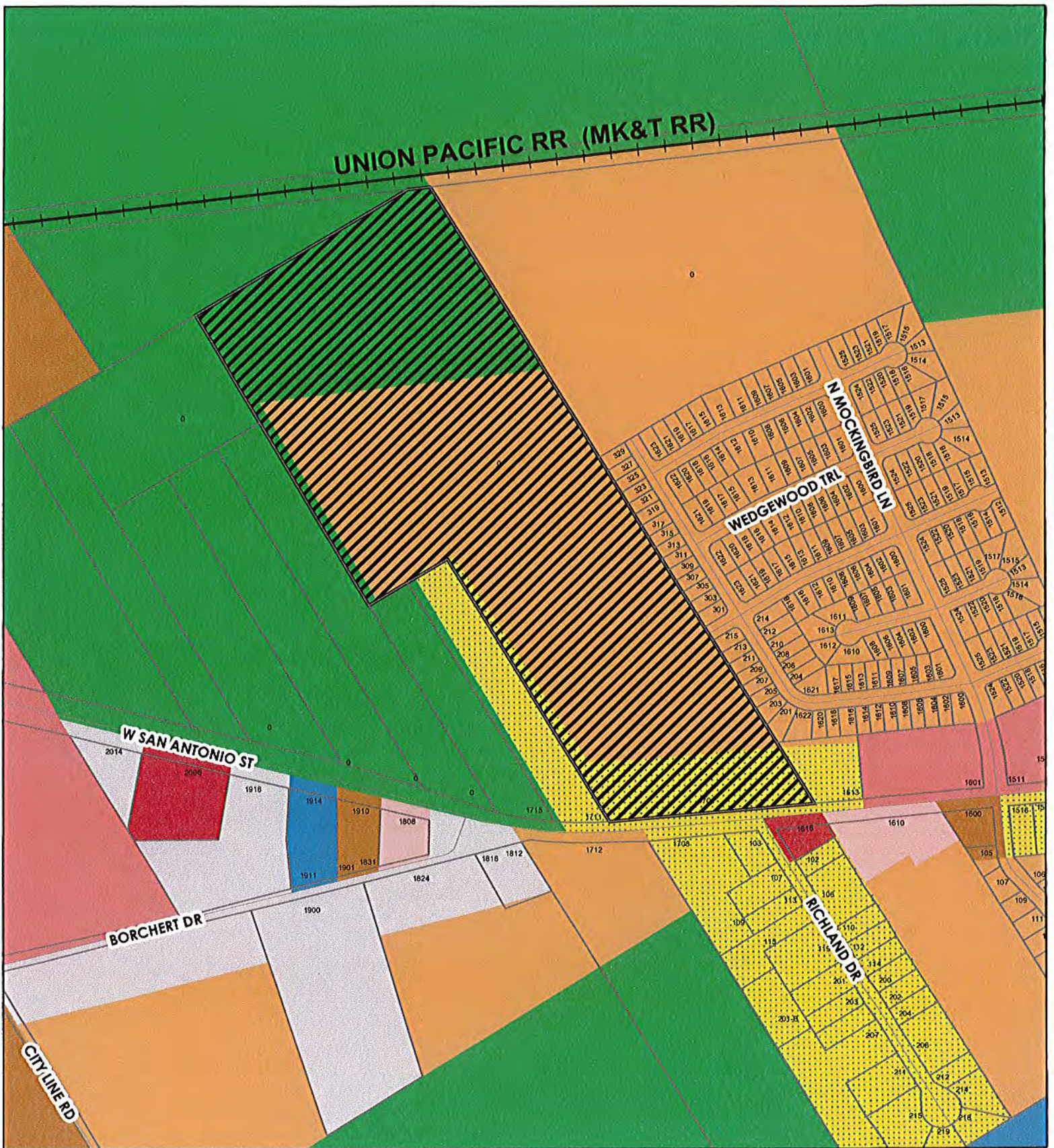
RLD, RMD & AO TO RMD

1701 WEST SAN ANTONIO ST



scale 1" = 500'

- SUBJECT PROPERTY
- ZONING BOUNDARY
- 200 FT BUFFER



ZC-21-01

RLD, RMD & AO TO RMD

1701 WEST SAN ANTONIO ST

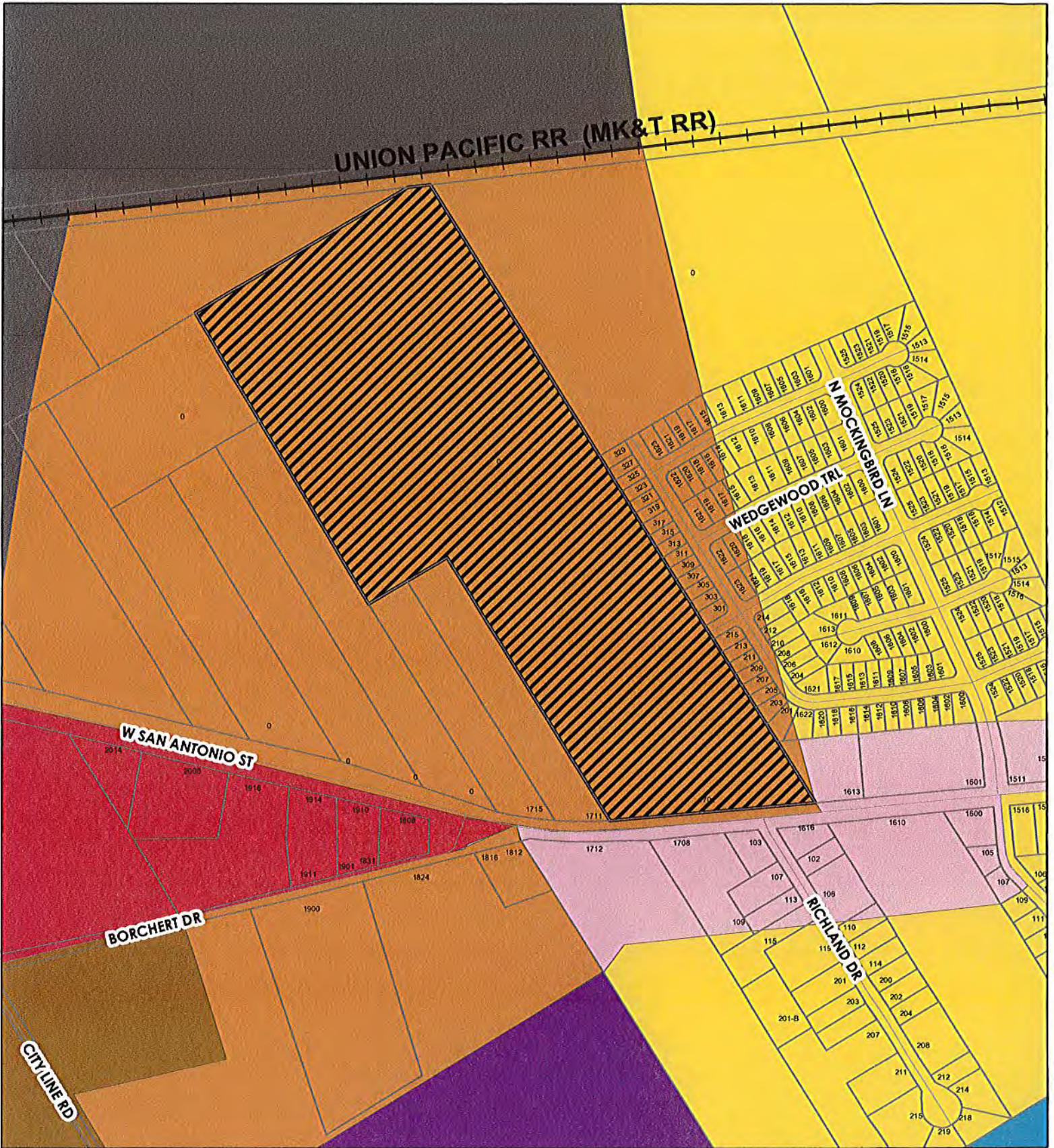


scale 1" = 500'

ZONING DISTRICTS

- AGRICULTURAL-OPEN SPACE
- COMMERCIAL HEAVY BUSINESS
- COMMERCIAL LIGHT BUSINESS
- COMMERCIAL MEDIUM BUSINESS
- INDUSTRIAL LIGHT
- PUBLIC AND INSTITUTIONAL
- RESIDENTIAL HIGH DENSITY
- RESIDENTIAL LOW DENSITY
- RESIDENTIAL MEDIUM DENSITY

43



FUTURE LANDUSE

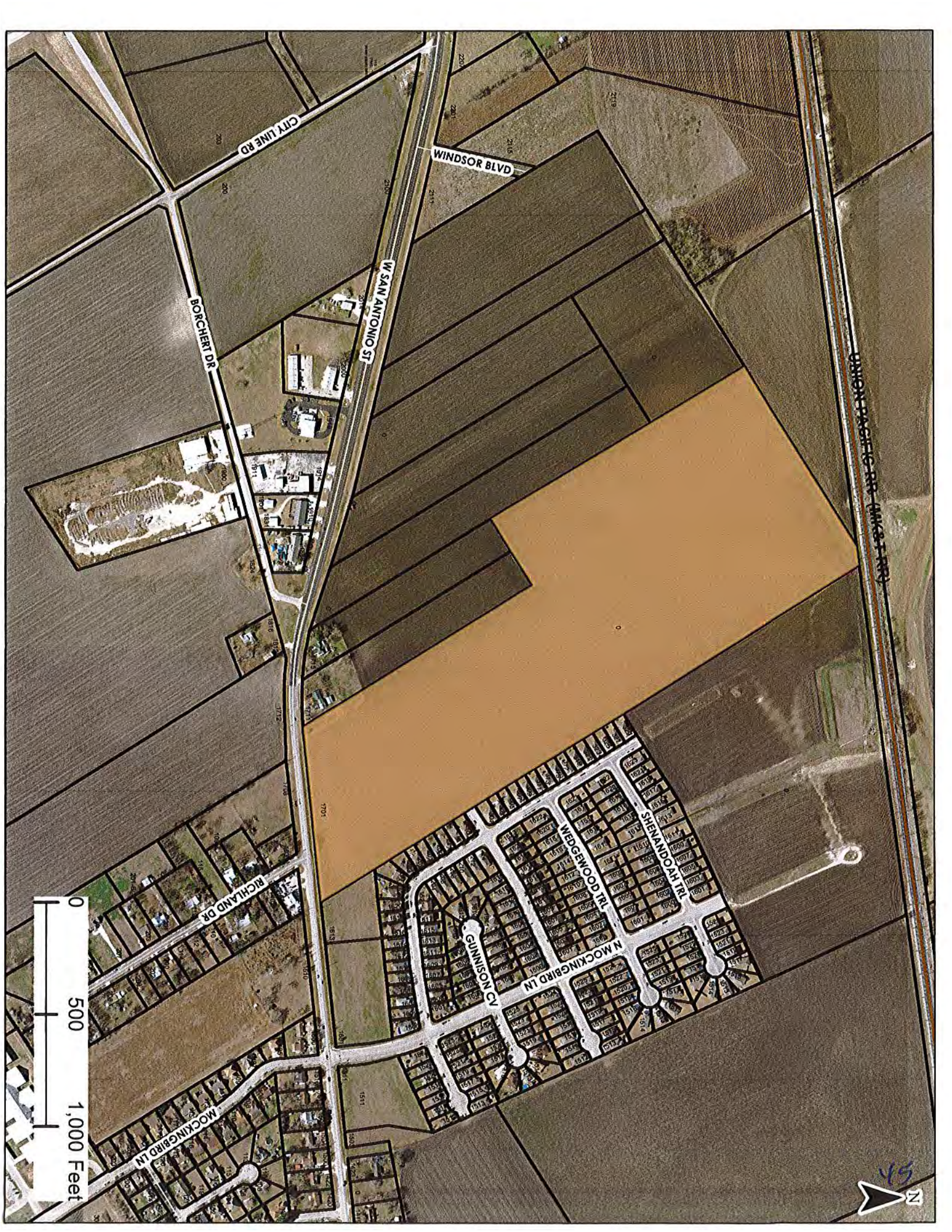
RLD, RMD & AO TO RMD

1701 WEST SAN ANTONIO ST



scale 1" = 500'

- GENERAL-HEAVY COMMERCIAL
- INDUSTRY
- LIGHT-MEDIUM COMMERCIAL
- MIXED RETAIL, OFFICE, RESIDENTIAL
- PUBLIC AND INSTITUTIONAL
- RESIDENTIAL, HIGH DENSITY
- RESIDENTIAL, LOW DENSITY
- RESIDENTIAL, MEDIUM DENSITY



CITY LINE RD

WINDSOR BLVD

BORCHERT DR

W SAN ANTONIO ST

UNION PACIFIC RR (M&ST RR)

RICHLAND DR

MOCKINGBIRD LN

GUINNESS CV

WEDGEWOOD TRL

SHENANDOAH TRL

N MOCKINGBIRD LN



CASE SUMMARY

STAFF: Dan Gibson, City Planner CASE NUMBER: ZC-21-01
 REPORT DATE: January 21, 2021 [Updated 1-28-21]
 PLANNING AND ZONING COMMISSION HEARING DATE: January 27, 2021
 CITY COUNCIL HEARING DATE: February 2, 2021
 REQUESTED CHANGE: RLD, RMD, and AO to RMD
 STAFF RECOMMENDATION: **Approval**
 PLANNING AND ZONING COMMISSION RECOMMENDATION: **Approval**

BACKGROUND DATA

APPLICANT: Scott Miller
 OWNER: Benny Hilburn
 SITE LOCATION: 1701 West San Antonio Street (SH 142)
 LEGAL DESCRIPTION: Metes and bounds
 SIZE OF PROPERTY: 50.745 acres
 EXISTING USE OF PROPERTY: Vacant
 LAND USE PLAN DESIGNATION: Medium Density Residential

ANALYSIS OF ISSUES

REASON FOR REQUESTED ZONING CHANGE: The applicant proposes to develop a single-family residential subdivision with lot sizes that are similar to those in the adjacent Windridge Subdivision. The preliminary layout shows the existing and future streets in Windridge being extended into the new subdivision. RMD zoning is necessary to accommodate the proposed lot sizes. Over half of the subject property is already zoned RMD, while a strip at the front is currently zoned RLD, and an area at the rear is zoned AO.

AREA CHARACTERISTICS:

	Existing Use	Zoning	Future Land Use Plan
North	Vacant land	AO	Medium Density Residential, Industry
East	Single-family subdivision, Vacant land	RMD, CMB	Low Density Residential, Light-Medium Commercial
South	Vacant land, Commercial, Single-family subdivision	CHB, RLD, RMD	Light-Medium Commercial, Low Density Residential
West	Vacant land, Two single-family dwellings	AO	Medium Density Residential

TRANSITION OF ZONING DISTRICTS: The entire eastern border of the subject property, except for a small section at the south end, abuts property that is already zoned RMD. Therefore, this zoning change would simply enlarge the existing pattern of RMD zoning in the area.

ADEQUACY OF INFRASTRUCTURE: This is a new subdivision where the subdivider will be responsible for all new streets and utilities, including any needed off-site utility extensions. There will be one internal street intersecting West San Antonio Street, but other internal streets will connect to existing and future subdivisions on both the east and west sides.

POTENTIAL NEIGHBORHOOD IMPACT: Any new subdivision such as this will result in increased traffic in the area. A traffic impact analysis is being done for the West San Antonio Street intersection, and it will be reviewed by TxDOT for any needed safety improvements in the highway. The multiple internal street connections with abutting properties will help distribute the traffic so not all of the additional trips will necessarily be funneled to the one new intersection on San Antonio Street. Other impacts will be consistent with residential development, with little negative effect.

CONSISTENCY WITH COMPREHENSIVE PLAN: The proposed RMD zoning classification is consistent with the Land Use Plan map designation of Medium Density Residential for this tract.

ALTERNATIVE CLASSIFICATIONS: There is no more appropriate zoning than the requested RMD classification.

RESPONSE TO NOTIFICATION: There was one phone call from an owner of a lot in the Windridge Subdivision who wanted more information about what kind of development would be allowed by the proposed RMD zoning, but they did not indicate either support or opposition to the zoning change. There were no comments expressed at the Planning and Zoning Commission public hearing other than the from the applicant.

STAFF RECOMMENDATION: Staff recommends approval of the proposed RMD zoning classification.

CITY OF

Lockhart TEXAS

ZONING CHANGE APPLICATION

(512) 398-3461 • FAX (512) 398-3833
P.O. Box 239 • Lockhart, Texas 78644
308 West San Antonio Street

APPLICANT/OWNER

APPLICANT NAME Scott Miller - Ranch Road De ADDRESS 106 Fallow Way
 DAY-TIME TELEPHONE 949-680-5494 Bastrop, TX 78602
 E-MAIL Smiller@ranchroaddevelopment.com
 OWNER NAME Benny Barry Hilburn ADDRESS 508 Nixon St
 DAY-TIME TELEPHONE _____ Lockhart, TX 78644
 E-MAIL _____

PROPERTY

ADDRESS OR GENERAL LOCATION 1701 West San Antonio Street
 LEGAL DESCRIPTION (IF PLATTED) _____
 SIZE 50.745 ACRE(S) LAND USE PLAN DESIGNATION Medium Density Residential
 EXISTING USE OF LAND AND/OR BUILDING(S) Agriculture
 PROPOSED NEW USE, IF ANY Single-family Residential

REQUESTED CHANGE

FROM CURRENT ZONING CLASSIFICATION RLD, RMD, AO
 TO PROPOSED ZONING CLASSIFICATION RMD
 REASON FOR REQUEST Make zoning consistent for proposed residential subdivision

SUBMITTAL REQUIREMENTS

IF THE APPLICANT IS NOT THE OWNER, A LETTER SIGNED AND DATED BY THE OWNER CERTIFYING THEIR OWNERSHIP OF THE PROPERTY AND AUTHORIZING THE APPLICANT TO REPRESENT THE PERSON, ORGANIZATION, OR BUSINESS THAT OWNS THE PROPERTY.

NAME(S) AND ADDRESS(ES) OF PROPERTY LIEN-HOLDER(S), IF ANY.

IF NOT PLATTED, A METES AND BOUNDS LEGAL DESCRIPTION OF THE PROPERTY.

APPLICATION FEE OF \$ 1,164.90 PAYABLE TO THE CITY OF LOCKHART AS FOLLOWS:

1/4 acre or less	\$125
Between 1/4 and one acre	\$150
One acre or greater	\$170 plus \$20.00 per each acre over one acre

TO THE BEST OF MY KNOWLEDGE, THIS APPLICATION AND ASSOCIATED DOCUMENTS ARE COMPLETE AND CORRECT, AND IT IS UNDERSTOOD THAT I OR ANOTHER REPRESENTATIVE SHOULD BE PRESENT AT ALL PUBLIC MEETINGS CONCERNING THIS APPLICATION.

SIGNATURE 

DATE 12-17-2020

OFFICE USE ONLY

ACCEPTED BY Dan Gibson

RECEIPT NUMBER 979181

DATE SUBMITTED 12-28-20

CASE NUMBER ZC - 21 - 01

DATE NOTICES MAILED 1-11-21

DATE NOTICE PUBLISHED 1-14-21

PLANNING AND ZONING COMMISSION MEETING DATE 1-27-21

PLANNING AND ZONING COMMISSION RECOMMENDATION Approval

CITY COUNCIL MEETING DATE 2-2-21

DECISION _____

Griffith Family Partners, LTD
508 Nixon St.
Lockhart, Texas 78644
December 18, 2020

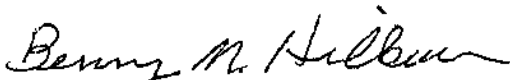
City of Lockhart
Attn: Mr. Dan Gibson
P. O. Box 239
308 W. San Antonio
Lockhart, Texas 78644

Dear Mr. Gibson:

I certify that Griffith Family Partners, Ltd. is the owner of 50 acres more or less, out of the CORNELIUS CRENSHAW SURVEY, ABSTRACT NO. 68, Caldwell County, Texas. I authorize Ranch Road Development to represent Griffith Family Partners, LTD in the re-zoning request of approximately 50 acres of land located on Texas State Highway 142.

Thank you for your assistance.

Sincerely,



Benny M. Hilburn
Manager
Griffith Family Partners, LTD

**REGULAR MEETING
LOCKHART CITY COUNCIL**

JANUARY 5, 2021

6:30 P.M.

**CLARK LIBRARY ANNEX-COUNCIL CHAMBERS, 217 SOUTH MAIN STREET, 3rd FLOOR,
LOCKHART, TEXAS**

Council present:

Mayor Pro-Tem Angie Gonzales-Sanchez
Councilmember Juan Mendoza
Councilmember Jeffry Michelson

Mayor Lew White
Councilmember Derrick David Bryant
Councilmember Kara McGregor
Councilmember Brad Westmoreland

Staff present:

Steven Lewis, City Manager
Monte Akers, City Attorney
Pam Larison, Finance Director

Connie Constancio, City Secretary
Sean Kelley, Public Works Director
Mike Kamerlander, Eco Dev Director (virtual)

Citizens/Visitors Addressing the Council: Citizens: Jenniffer Bauman, Joshua Bauman, Wanda Maas, Parind Vora, Katy Kemp, Gregory Mata, Michaela Livingston, Courtney Terry, Alana Webre, Alexandra Worthington, Sutton Van Gutton, Richard Thomson, Randy Lanes, and Kristen Meriwether.

Work Session 6:30 p.m.

Mayor White opened the work session and advised the Council, staff and the audience that staff would provide information and explanations about the following items:

DISCUSSION ONLY

A. DISCUSS MINUTES OF THE CITY COUNCIL MEETING OF DECEMBER 15, 2020.

Mayor White requested corrections to the minutes. There were none.

B. DISCUSS AGREEMENT WITH PEGASUS SCHOOL, INC. TO FURNISH WASTEWATER SERVICES TO THE CUSTOMER AND AUTHORIZING THE MAYOR TO SIGN THE CONTRACTUAL DOCUMENT.

Mr. Kelley stated that the City has been providing Pegasus School, Inc. wastewater services since 2005. At that time, Pegasus constructed an offsite 8” sewer force main in order to connect to the City’s sewer system. However, when the service connection was completed, no service arrangements were completed. Since Pegasus School Inc. is outside the city limits and not a current City water customer, terms of service are needed to define each entity’s obligations in the agreement. Items clarified in the wastewater service agreement include: Obligating both parties to the rules; ordinances, regulations, rate, and fees adopted by the City; requires the customer to provide annual water statements from water provider for wastewater billing calculations; and establishing maintenance responsibilities for each entity. Mr. Kelley recommended approval. There was discussion.

C. DISCUSSION REGARDING THE FARMERS MARKET LOCATED ON THE SQUARE.

Mayor White explained several concerns previously expressed about the Farmers Market while it was located on the Courthouse square. The Farmers Market (hereafter “Market”) recently moved their location to the Caldwell County Justice Center and the Market is expressing interest in locating back to the Courthouse square. In late December 2020, Judge Haden, Commissioner B.J. Westmoreland, Councilmember Kara McGregor, Councilmember Jeffry Michelson and Mayor White met to discuss the possibility of the Market relocating on the Courthouse square and to discuss the issues expressed by brick-

and-mortar business owners on the downtown square. As a result, the following summarized points are being submitted to the City Council and Commissioners Court for formal consideration:

1. The Farmers Market will have their non-profit status before they are permitted back on the square. The market area will be permitted and inspected by the City.
2. The market will have to be a certified Farmers Market. This may need more research.
3. It will only be allowed on the east, west, and south side of the Courthouse on the inner lanes. The north side of the Courthouse along 142 will not be used due to traffic concerns.
4. The inner lanes will be closed to auto traffic. COVID spacing of tents will be enforced with possible staggering of tents.
5. Two bathrooms will be required, one being ADA.
6. The Market will be allowed on the square every Saturday only from 8-12. Setup up at 7:30 am and be gone by 12:30 p.m.
7. Every effort will be made for the vendors to park off the square.
8. The space at the Justice Center will still be available on the weekends.

Councilmember McGregor stated that one of her concerns is holding the Market on a Highway and she encouraged the Market to continue to maintain the "Farmers Market" set-up and not as a "Flea Market".

Councilmember Michelson stated that the intent of the meeting was to try to find a solution to help everyone.

Councilmember Mendoza asked if food vendors would be allowed at the Market. Mayor White replied that Ms. Baumann would address the Market's food vendor policy.

Mayor White requested the following to address the Council:

Jenniffer Baumann, President of the Lockhart Farmers Market, stated that she did not have anything to add regarding the proposal mentioned above. She stated that vendors selling meals or tacos will not be allowed. Handmade crafts and artists will remain as allowed vendors, such as making jewelry and pottery and homemade food such as cookies. She stated that she will continue to put vendors that sell homegrown food/groceries as a priority. She stated that COVID has a rough effect on the Market and that they will continue to work on how to improve the Market.

Joshua Baumann stated that he agreed with most points mentioned by Mayor. He requested that the cut off time be changed to 2:00 p.m. or 4:00 p.m. He stated that they will allow cottage (homemade) foods and that the Market promotes local businesses by listing information about them on their Facebook page.

Wanda Maas, business owner in the central business district, spoke in favor of the Market being held on the Courthouse square. She stated that her business increased tremendously when the Market was downtown. She mentioned that her first several years in business was through Markets throughout Central Texas before she obtained a brick-and-mortar location for her business.

Parind Vora of Lockhart Bistro spoke in favor of the Market which he believes is an avenue for new businesses to begin their journey to either succeed or fail. He suggested that the Market be allowed to stay open later than 12:00 p.m. A majority of the businesses in the downtown area support the Market on the square.

Katie Kemp of Kemp Angus Farm spoke in support of the Market returning to the square. She stated that as a vendor, she supports establishment and enforcement of rules and regulations. She stated that she believes that the Market is a benefit to the community.

Gregory Mata of Lockhart encouraged compromise by all parties. He requested that the Market be allowed to return to the square and to be open until 2:00 p.m.

Michaela Livingston, 110 W. Cedar Street, stated that Lockhart is where her family chose to live because of the friendly community. Spoke in favor of the Market continuing on the square and allowing them to remain open later than 12-noon.

Courtney Terry, business owner in the downtown area, stated that the downtown business owners are losing income when vendors at the Market are selling items similar to and for a less price than what her business sells. Even though a business is open longer than two days a week, weekends are the busiest income generators.

Alana Webre, vendor at the Market, spoke in favor of everyone working together and allowing the Market to stay open later than 12-noon.

Alexandra Worthington, stated that the customer base did decrease for business owners in the downtown square when the Market was on the square on Saturdays. Saturday is the busiest day for the downtown businesses.

Sutton Van Gutton, Market Street Café, spoke in support of the Market and suggested a compromise amongst everyone.

Richard Thomson, 110 South Commerce, encouraged that everyone compromised to keep everyone happy.

Randy Lanes, stated that he supports the Market being located on the square and that they be allowed to be open until 2:00 p.m. He also suggested that the Market be allowed to have vendors on San Antonio Street. He also inquired about the contractor license permitting process.

Mayor White stated that two letters of support were submitted.

Councilmember McGregor thanked the Lockhart Farmers Market for beginning the process to becoming a certified Farmers Market.

ITEM D. DISCUSSION REGARDING THE MAYOR'S DECLARATION OF LOCAL DISASTER REGARDING REQUIRING FACE COVERINGS, AND ADDRESSING OTHER MATTERS RELATED TO COVID-19, IF NECESSARY.

Mayor White stated that there was nothing to report at this time.

Mayor White announced that the Council would recess for a break at 7:45 p.m.

REGULAR MEETING

ITEM 1. CALL TO ORDER.

Mayor Lew White called the meeting to order at 8:00 p.m.

ITEM 2. INVOCATION, PLEDGE OF ALLEGIANCE.

Councilmember Bryant gave the Invocation and led the Pledge of Allegiance to the United States and Texas flags.

ITEM 3. PUBLIC COMMENT.

Kristen Meriwether, Editor of the Lockhart Post-Register formally introduced herself and encouraged the Council, staff and the public to keep the newspaper informed about newsworthy events.

ITEM 4. CONSENT AGENDA

Mayor Pro-Tem Sanchez made a motion to approve consent agenda items 4A and 4B. Councilmember McGregor seconded. The motion passed by a vote of 7-0.

The following are the consent agenda items that were approved:

4A: Discussion and/or action to consider minutes of the City Council meeting of December 15, 2020.

4B: Discussion and/or action to consider agreement with Pegasus School, Inc. to furnish wastewater services to the customer and authorizing the Mayor to sign the contractual document.

ITEM 5-A. DISCUSSION AND/OR ACTION REGARDING THE FARMERS MARKET LOCATED ON THE SQUARE.

There was discussion regarding parking, the hours to allow the Farmers Market, and about any other issues as mentioned during the work session.

Mayor Pro-Tem Sanchez made a motion to approve the conditions of the Lockhart Farmers Market returning to the Downtown square as listed below, with changing the time of the Lockhart Farmers Market to be held from 9:00 a.m. until 1:00 p.m. Councilmember Bryant seconded. The motion passed by a vote of 7-0.

Approval of the Farmers Market on the square with conditions as follows:

1. The Farmers Market will have their non-profit status before they are permitted back on the square. The market area will be permitted and inspected by the City.
2. The market will have to be a certified Farmers Market. This may need more research.
3. It will only be allowed on the east, west, and south side of the Courthouse on the inner lanes. The north side of the Courthouse along 142 will not be used due to traffic concerns.
4. The inner lanes will be closed to auto traffic. COVID spacing of tents will be enforced with possible staggering of tents.
5. Two bathrooms will be required, one being ADA.
6. The Market will be allowed on the square every Saturday only from 9:00 a.m.-1:00 p.m. Setup up at 8:30 am and be gone by 1:30 p.m.
7. Every effort will be made for the vendors to park off the square.
8. The space at the Justice Center will still be available on the weekends.

ITEM 5-B. DISCUSSION AND/OR ACTION TO CONSIDER THE MAYOR'S DECLARATION OF LOCAL DISASTER REGARDING REQUIRING FACE COVERINGS, AND ADDRESSING OTHER MATTERS RELATED TO COVID-19, IF NECESSARY.

There was no action taken.

ITEM 5-C. DISCUSSION AND/OR ACTION REGARDING APPOINTMENTS TO VARIOUS BOARDS, COMMISSIONS OR COMMITTEES.

Mayor White requested appointments to boards and commissions.

Councilmember McGregor made a motion to reappoint Sally Daniel to Lockhart Economic Development Corporation. Councilmember Michelson seconded. The motion passed by a vote of 7-0.

ITEM 6. CITY MANAGER'S REPORT, PRESENTATION AND POSSIBLE DISCUSSION.

- Aerator at the City Park pond was installed on December 23rd.
- Update regarding Town Branch Trail Phase II.
- Update regarding Council Chambers using Swagit to control audio/video equipment.
- Update on surplus property disposal from the former City Hospital, 901 Bois D'arc Street, 2nd Floor.
- Update on the sale of 728 S. Main Street to the Well Church.
- Update on the recruitment for the City Public Information Officer (PIO) position.
- Update on the building assessment of Fire Station No. 1.

ITEM 7. COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST.

Councilmember Mendoza wished everyone a Happy New Year.

Mayor Pro-Tem Sanchez wished everyone a Happy New Year. She expressed condolences to the family of Kay Mohle Chambliss for their loss.

Councilmember McGregor expressed condolences to the family of Joe Bunch for their loss. She wished everyone a Happy New Year and encouraged everyone to stay safe.

Councilmember Bryant wished everyone a Happy New Year. He wished families dealing with COVID the best and to stay safe.

Councilmember Michelson wished everyone a Happy New Year and he encouraged everyone to stay safe.

Mayor White encouraged everyone to stay safe. He expressed condolences to the family of Mrs. Elizabeth Wales for their loss.

ITEM 8. EXECUTIVE SESSION IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT CODE, TITLE 5, SUBCHAPTER D, SECTION 551.087 TO DELIBERATE OR FOR DISCUSSION REGARDING COMMERCIAL OR FINANCIAL INFORMATION THAT THE GOVERNMENTAL BODY HAS RECEIVED FROM A BUSINESS PROSPECT THAT THE GOVERNMENTAL BODY SEEKS TO HAVE LOCATE, STAY, OR EXPAND IN OR NEAR THE TERRITORY OF THE GOVERNMENTAL BODY AND WITH WHICH THE GOVERNMENTAL BODY IS CONDUCTING ECONOMIC DEVELOPMENT NEGOTIATIONS; OR TO DELIBERATE THE OFFER OF A FINANCIAL OR OTHER INCENTIVE TO A BUSINESS PROSPECT. Discussion regarding Economic Development negotiations with Project Crimson Tide.

Mayor White announced that the Council would enter Executive Session at 8:43 p.m.

ITEM 9. OPEN SESSION - Discussion and/or action regarding Economic Development negotiations with Project Crimson Tide.

Mayor White announced that the Council would enter Open Session at 9:00 p.m.

Mayor Pro-Tem Sanchez made a motion to authorize the Lockhart Economic Development Corporation to negotiate a 380 Agreement with Crimson Tide and to bring agreement back to Council. Councilmember Westmoreland seconded. The motion passed by a vote of 7-0.

ITEM 10. ADJOURNMENT.

Mayor Pro-Tem Sanchez made a motion to adjourn the meeting. Councilmember Mendoza seconded. The motion passed by a vote of 7-0. The meeting was adjourned at 9:01 p.m.

PASSED and APPROVED this the 2nd day of February 2021.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

**REGULAR MEETING
LOCKHART CITY COUNCIL**

JANUARY 19, 2021

6:30 P.M.

**CLARK LIBRARY ANNEX-COUNCIL CHAMBERS, 217 SOUTH MAIN STREET, 3rd FLOOR,
LOCKHART, TEXAS**

Council present:

Councilmember Derrick David Bryant
Councilmember Kara McGregor
Councilmember Brad Westmoreland

Mayor Lew White
Councilmember Juan Mendoza
Councilmember Jeffry Michelson

Council absent:

Mayor Pro-Tem Angie Gonzales-Sanchez

Staff present:

Steven Lewis, City Manager
Monte Akers, City Attorney
Pam Larison, Finance Director
Mike Kamerlander, Economic Dev. Director (virtually)

Connie Constancio, City Secretary
Sean Kelley, Public Works Director

Citizens/Visitors Addressing the Council: Hoppy Haden, Caldwell County Judge; Hector Rangel, Caldwell County Emergency Management Coordinator; Kim Clifton, BJ Westmoreland and Linda Haden of the Lockhart Chamber of Commerce; Jeff Dahm of TRC Engineers; and, James Tiemann, Citizen.

Work Session 6:30 p.m.

Mayor White opened the work session and advised the Council, staff and the audience that staff would provide information and explanations about the following items. He announced that Mayor Pro-Tem Angie Gonzales-Sanchez will not be present due to an illness.

DISCUSSION ONLY

Mayor White requested Hector Rangel and Judge Hoppy Haden to give the Council an update regarding COVID cases and the availability of the vaccine. The Representatives of Caldwell County gave an update.

A. DISCUSS PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF LOCKHART CITY, TEXAS AND GRANT DEVELOPMENT SERVICE, INC. FOR THE 2021-2022 COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM GRANT APPLICATION PREPARATION AND PROJECT IMPLEMENTATION, IF AWARDED, TO SUPPORT PUBLIC INFRASTRUCTURE (WATER & WASTEWATER) IMPROVEMENT ACTIVITIES AND APPOINTING THE MAYOR TO SIGN THE CONTRACTUAL AGREEMENT FOR PROFESSIONAL SERVICES, IF APPROVED.

Mr. Kelley stated that three pre-approved grant administration firms were selected from the Texas Department of Agriculture’s website to solicit proposals for administrative and planning services for the TxCDBG Grant. The Grant Administrator Evaluation Team (Sean Kelley-Public Works Director, Joe Chavira-Water/Wastewater Supervisor, and Councilmember Jeffry Michelson) reviewed and scored two project specific proposals from grant administration firms using qualification criteria. The firm selected by the Evaluation Team as most qualified was Grant Development Services, Inc. The evaluation of proposals is provided for Council’s review.

This TxCDBG grant will be used to replace residential water meters to improve water loss caused by aging meters and to improve overall meter accuracy. The Texas Department of Agriculture will fund up to \$350,000 for eligible projects. The required match for this grant is 20% of the award. The grant match would be funded from Fiscal Year 2021-2022 Water Distribution Budget. Mr. Kelley recommended approval. There was discussion.

B. DISCUSS ORDINANCE 2021-01 FOR BUDGET AMENDMENT #51 TO THE SOLID WASTE FUND FOR FISCAL YEAR 2020-2021.

Ms. Larison stated that the line item Contracts and Services in the Solid Waste budget contains the expenditures for the City's recycle center and the city-wide household hazardous waste event. During the preparation of the Fiscal Year 2020-2021 budget, the allotment for the line item of Contracts and Services was mistakenly entered as \$2,900. Historically, this line item has been expensed at \$25,000 to \$29,000 annually. This budget amendment will reduce the surplus revenue over expenditures from the budget by \$26,100. The Solid Waste Fund budget will then have revenues totaling \$1,868,300 and expenditures totaling \$1,828,609 with a continued surplus of \$39,691 revenues over expenditures for the remaining fiscal year. Ms. Larison recommended approval. There was discussion.

C. DISCUSS REQUEST BY THE LOCKHART CHAMBER OF COMMERCE PERTAINING TO FUNDING FOR THE 2021 CHISHOLM TRAIL ROUNDUP.

Kim Clifton, President of the Lockhart Chamber of Commerce, 702 S. Commerce, requested distribution of funds to the Lockhart Chamber that were formerly allocated to the previously planned Go Kart Races and to the Lockhart Chamber of Commerce for partial funding of the 2021 Chisholm Trail Roundup Rodeo & Musical Festival (CTR). The 2020 Chisholm Trail Roundup was canceled due to the reduced number of sponsors as a result of COVID-19. Sponsorship funds received in 2019 would assist with funding the 2021 CTR. Due to the amount of time that is involved in planning the CTR, the Lockhart Chamber Board recently voted to proceed with the 2021 CTR. The Lockhart Chamber estimates that sponsorship commitments will again be reduced in 2021 due to COVID-19 and additional funds from the City of Lockhart would assist in proceeding with the event. There was discussion.

BJ Westmoreland, Chair of the Lockhart Chamber of Commerce, stated that they would like to begin planning CTR. Dependent upon the sponsorship funding for 2021 CTR, the Lockhart Chamber will make a final decision in April 2021 as to whether to proceed with the event. The Lockhart Chamber requests a commitment from the City to the Chisholm Trail Roundup event in 2021.

Linda Haden, Past Chair of the Lockhart Chamber of Commerce, provided details about the process to seek sponsors.

D. DISCUSS THE HOTEL/MOTEL FUNDING CYCLE FOR THE 2021 EVENT CALENDAR.

Ms. Larison stated that on December 3, 2019, the Council created and appointed members to the Hotel Occupancy Tax (HOT) Advisory Board. In January 2020, letters were mailed to prior HOT fund recipients explaining the formation of the HOT Advisory Board and the deadline for applications. The new process was also explained on the City's website and application forms and instructions were available for print.

On March 5, 2020, the HOT Advisory Board reviewed applications for hotel occupancy funding for Fiscal Year 2019-2020. The Board received seven applications: Lockhart Chamber of Commerce Visitors Center, Lockhart Chamber of Commerce for Chisholm Trail Roundup, Greater Caldwell County Hispanic Chamber of Commerce for Cinco de Mayo and Diez y Seis, the Gaslight-Baker Theatre, Lockhart Downtown Business Association for the Texas Swing Festival, Caldwell County Historic Jail Museum, and the Southwest Museum of Clocks & Watches. The Board recommended funding all seven applicants up to the budgeted amount of \$83,000. Due to the COVID-19 pandemic, several of the events were cancelled and a few of the applicant's office had close temporarily. When Governor Abbott reopened the State for business, staff determined that the only qualifying applicant during the time was the Lockhart Chamber of Commerce. The application from the Lockhart Chamber of Commerce for administrative funding to act in the capacity as a visitors information center falls into the specified category for HOT funding of Convention Center or Visitors Information Center, operations and maintenance of a visitors information center. These funds allowed the Lockhart Chamber to provide information about tourism, events, and places to stay in Lockhart as the City of Lockhart gradually reopened to the public. At the beginning of the Fiscal Year 2020-2021, HOT fund recipients reached out to staff to inquire if the City will be accepting applications for the 2021 event year. Consequently, staff seeks direction from Council regarding the funding cycle for the event year of 2021. Ms. Larison stated that staff seeks direction from Council as to whether to accept applications for the 2021 year. If Council chooses to move forward to accept event applications, staff will coordinate a meeting with the HOT Advisory Board to review applications.

E. DISCUSS THE DOWNTOWN IMPROVEMENT PROJECT.

Jeff Dahm, of TRC Engineers, provided information regarding the Downtown Improvement Project that included the following topics:

- Project overview that would include Texas Department of Transportation (TxDOT) Safe Routes to School (SRTS) Grant. Project would include SH 142 at the Courthouse for pedestrian and vehicular mobility improvements.
- Work completed to date would include:
 - 2015 Certificates of Obligation
 - Planning meetings.
 - Topographical survey.
 - Updated preliminary layouts.
 - Updated opinions of probable cost.
 - Completed preliminary drainage design and report (January 2020)
- TxDOT SRTS Grant
 - Planning meetings with city and landscape architects.
 - Updated opinion of probable cost.
 - City submitted final application in August 2019.
 - City was not awarded the grant (February 2020).
- Development of final design scope and review of estimated costs for proposed water, sewer, storm sewer, and street improvements.
- Additional scope of items to consider:
 - Lighting or other electrical design.
 - SRTS/Sustainable Places Projects Improvements.
 - Plaza on San Antonio Street
 - Improved vehicular and pedestrian mobility.
 - Use of pavers for crosswalks or traditional striping.
 - Landscape design and improvements.
 - Sidewalk improvements for all or a portion of the sidewalks within project limits.

- Project representative during design for public relations.
- Construction phasing.
- Pedestrian supportive design.
 - Striped crosswalks.
 - Pedestrian refuse/raised median.
 - Curb extension/bulb outs.
- Construction Concerns
 - Goal: Minimize disruptions to local businesses.
 - Project Phasing
 - 1 block at a time: 1-2 months per block
 - Contractor incentives
 - Liquidated damages.
 - Bonus for early finish.
 - Public relations/stakeholder engagement.
 - Project listening sessions.
 - Seek comments from downtown businesses and residents.
- Opinion of Probable Cost
 - 2015 Bond Program
 - Est. Total Project cost = \$4.9 million
 - Only covers water, sewer, storm, road infrastructure improvements.
 - TxDOT SRTS Grant
 - Estimated total project cost = \$1.6 million
 - Only applied to San Antonio Street improvements
 - Would have removed \$560,000 from certificates of obligation
 - Additional improvements
 - Not covered in certificates of obligation
 - Sidewalk, lighting, landscaping, public relations, construction phasing, inspections
 - Estimated costs = \$1 - \$3 million
- Work to Do/Schedule
 - Finalize scop of improvements.
 - Final design: 9-12 month*
 - Bidding-construction: 18-24 months*
 - *Start date and length of time pending inclusion of additional scope items.

There was discussion regarding the downtown improvement and scheduling a workshop in the future for additional discussion.

RECESS: Mayor White announced that the Council would recess for a break at 7:35 p.m.

REGULAR MEETING

ITEM 1. CALL TO ORDER.

Mayor Lew White called the meeting to order at 7:50 p.m.

ITEM 2. INVOCATION, PLEDGE OF ALLEGIANCE.

Councilmember McGregor gave the Invocation and led the Pledge of Allegiance to the United States and Texas flags.

ITEM 3. PUBLIC COMMENT.

James Tieman, 406-E Concho Street, expressed concern about the Lockhart Animal Shelter being closed to the public during the pandemic. He stated that the animals are being neglected as a result of the closure.

ITEM 4. CONSENT AGENDA.

Councilmember Michelson made a motion to approve consent agenda items 4A and 4B. Councilmember McGregor seconded. The motion passed by a vote of 6-0.

The following are the consent agenda items that were approved:

4A: Approve Professional Services Agreement between the City of Lockhart City, Texas and Grant Development Service, Inc. for the 2021-2022 Community Development Block Grant Program grant application preparation and project implementation, if awarded, to support public infrastructure (Water & Wastewater) improvement activities and appointing the Mayor to sign the contractual agreement for professional services, if approved.

4B: Approve Ordinance 2021-01 for Budget Amendment #51 to the Solid Waste Fund for Fiscal Year 2020-2021.

ITEM 5-A. DISCUSSION AND/OR ACTION TO CONSIDER REQUEST BY THE LOCKHART CHAMBER OF COMMERCE PERTAINING TO FUNDING FOR THE 2021 CHISHOLM TRAIL ROUNDUP.

Mayor White stated that the Lockhart Chamber of Commerce made their presentation during the work session of their request for funding in the amount of \$26,500 for the 2021 Chisholm Trail Roundup with a final date of April 1, 2021 in determining if the CTR event will be held in 2021.

There was discussion.

Councilmember McGregor made a motion to allocate funds, as requested, to the Lockhart Chamber of Commerce for the 2021 Chisholm Trail Roundup. Councilmember Bryant seconded. The motion passed by a vote of 6-0.

ITEM 5-B. DISCUSSION AND/OR ACTION CONCERNING THE HOTEL/MOTEL FUNDING CYCLE FOR THE 2021 EVENT CALENDAR.

There was discussion regarding whether to accept application in 2021.

Councilmember Westmoreland made a motion to direct staff to proceed with the 2021 hotel/motel funding applications. Councilmember Mendoza seconded. The motion passed by a vote of 6-0,

ITEM 5-C. DISCUSSION AND/OR ACTION TO CONSIDER DOWNTOWN IMPROVEMENT PROJECT.

Mayor White stated that the presentation was made during the work session. There was discussion.

Work session with estimated cost and consideration of further public input.

Councilmember Westmoreland made a motion to direct TRC Engineers to proceed, schedule a workshop with Council within 45 days to discuss the project and with downtown merchants to get an idea of conceptual ideas, and with details about how the city will pay for additional costs. Councilmember Michelson seconded. The motion passed by a vote of 6-0.

ITEM 5-D. DISCUSSION AND/OR ACTION TO CONSIDER THE MAYOR'S DECLARATION OF LOCAL DISASTER REGARDING REQUIRING FACE COVERINGS, CONSIDERATION OF THE LOCKHART COVID-19 RECOVERY LOAN PROGRAM, AND ADDRESSING OTHER MATTERS RELATED TO COVID-19, IF NECESSARY.

Mayor White stated that effective January 13, 2021, the provisions of Governor Greg Abbott's Executive Order GA-32 that suspend elective surgeries, close bars and reduce business capacity to 50 percent went into effect in Lockhart and Caldwell County.

Mayor White requested discussion regarding the Lockhart COVID-19 Recovery Loan Program.

Ms. Larison and Mr. Kamerlander provided information regarding the status of the COVID-19 Recovery Loan Program. The COVID-19 Economic Relief Fund has \$116,931.21 available. In 2020, the City issued 16 grants of \$2,500 each totaling \$40,000 and 18 loans totaling \$110,000. Staff seeks direction from the Council about whether to reauthorize the program in 2021, and also whether to forgive the existing loans that were issued in 2020. There was discussion.

Councilmember McGregor made a motion to approve offering a six-month forbearance to businesses that received a COVID-19 Recovery Loan in 2020 and to re-open the COVID Relief Grants to small businesses that qualify for \$5,000 per business. Restaurants and bars that are affected by the Governor's order will earn higher points on the application process. Councilmember Michelson seconded. The motion passed by a vote of 6-0.

ITEM 5-E. DISCUSSION AND/OR ACTION REGARDING APPOINTMENTS TO VARIOUS BOARDS, COMMISSIONS OR COMMITTEES.

Mayor White requested appointments to boards and commissions.

Councilmember McGregor made a motion to re-appoint the following members. Councilmember Mendoza seconded. The motion passed by a vote of 6-0.

- Construction Board - Jerry West
- Lockhart Historical Preservation Commission - Ronda Regan
- Parks Board - Warren Burnett
- Library Board - Jeanne Fox
- Planning & Zoning Commission - Phil McBride
- Electric Board - Jon Voigt

Mayor White made a motion to re-appoint the following members and to appointment a new member to the Planning & Zoning Commission, as listed below. Councilmember Michelson seconded. The motion passed by a vote of 6-0.

- Airport Board – John Hinnenkamp
- Board of Adjustment – Michael Annas
- Construction Board – Raymond Deleon
- Lockhart Economic Development Corporation – Alan Fielder
- Lockhart Historical Preservation Commission - John Larisen
- Electric Board – Joe Colley
- Library Board – Stephanie Riggins
- Impact Fee Advisory Committee – Larry Mextler
- Planning & Zoning Commission – Ron Peterson (new appointment)

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Mayor White stated that Albert Villalpando informed him that he would be resigning soon.

ITEM 6. CITY MANAGER’S REPORT, PRESENTATION AND POSSIBLE DISCUSSION.

- Update regarding South Colorado Street Sidewalk Extension.
- Fire Captain promotional exam will be held January 27, 2021.
- The Fire Department recently completed the hiring of 5 new fire fighters. The Department currently has only 1 vacancy left to fill. An entrance exam will be held in the spring to possibly bring the Fire Department up to full staff.

ITEM 7. COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST.

Councilmember Westmoreland wished the Lockhart Chamber the best with the 2021 Chisholm Trail Roundup.

Councilmember Mendoza encouraged Council to sign up for a new year resolution. He thanked the Lockhart Fire Department (LFD) for successfully fighting a fire in Lockhart this week.

Councilmember McGregor requested an update regarding the Lockhart Animal Shelter.

Councilmember Bryant congratulated District 1 Pride for the MLK Drive Car Parade.

Councilmember Michelson thanked LFD for fighting the recent fire that was in District 4.

Mayor White also thanked the LFD for fighting a recent fire. He requested an item on a future agenda to discuss costs of developing a sitting area on a vacant lot on the downtown square. Goals workshop will be from 8am-12noon on Saturday, January 23. Lockhart Chamber of Commerce banquet is also January 23.

ITEM 8. ADJOURNMENT.

Councilmember McGregor made a motion to adjourn the meeting. Councilmember Mendoza seconded. The motion passed by a vote of 6-0. The meeting was adjourned at 9:00 p.m.

PASSED and APPROVED this the 2nd day of February 2021.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

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**LOCKHART CITY COUNCIL
SPECIAL MEETING
WORKSHOP**

JANUARY 23, 2021

8:00 A.M.

**CLARK LIBRARY ANNEX-COUNCIL CHAMBERS, 217 SOUTH MAIN STREET, 3rd FLOOR,
LOCKHART, TEXAS**

Council present:

Mayor Lew White	Councilmember Derrick David Bryant
Councilmember Juan Mendoza	Councilmember Kara McGregor
Councilmember Jeffry Michelson	Councilmember Brad Westmoreland

Council absent:

Mayor Pro-Tem Angie Gonzales-Sanchez

Staff present:

Steven Lewis, City Manager

Citizens/Visitors Addressing the Council: None.

ITEM 1. CALL TO ORDER.

Mayor Lew White called the special meeting to order at 8:00 a.m.

ITEM 2-A. DISCUSSION AND/OR ACTION REGARDING CITY COUNCIL GOALS.

The topics discussed by the Council are as follows:

- 2020 Accomplishments & 2021 Look-Ahead.
- Council Expectations of Today’s Session.
- Brief Review of 2020 Annual Report.
- Review/Discussion of Municipal Stability Test.
- Review 2020 Adopted Council Goals/Progress.
- Review of City Management Team Member Input.
- Develop City Council Priorities for 2021-2022.

Following Council discussion, the following areas were identified as Council priorities:

- 1) COVID-19 management along with County Hub/vaccine distribution.
- 2) Community cleanup and appearance.
- 3) Customer service.
- 4) Downtown improvements including public restrooms.
- 5) Conduct a workshop to review comprehensive set of capital improvements and financing.
- 6) Continue park improvements and associated grant applications.
- 7) Workforce diversity (especially racial diversity).

Other items requiring further discussion include:

- Traffic signal/safety improvements at South 183 at Summerside.
- 2040 Comprehensive Plan.
- Creation of a summer recreation program in conjunction with LISD.

ITEM 3. ADJOURNMENT.

The special meeting was adjourned at 12:00 p.m.

PASSED and APPROVED this the 2nd day of February 2021.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

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City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION: Consider, Review, and Acceptance of 1st Quarter FY 2021 Investment Report.

ORIGINATING DEPARTMENT AND CONTACT: Finance – Pam Larison

ACTION REQUESTED:

- ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION: The Texas Public Funds Investment Act requires local governments to review and accept Quarterly Investment Reports for each quarterly reporting period of the year. The 1st quarter for Fiscal Year 2021, ending December 31, 2020 is provided for your review.

PROJECT SCHEDULE (if applicable):

AMOUNT & SOURCE OF FUNDING:

Funds Required: 0
Account Number: n/a
Funds Available: n/a
Account Name: n/a

Finance Review initials



FISCAL NOTE (if applicable):

Previous Council Action:

COMMITTEE/BOARD/COMMISSION ACTION:

STAFF RECOMMENDATION/REQUESTED MOTION: Staff respectfully request a motion to accept the 1st quarter for Fiscal Year 2021 Investment Report.

LIST OF SUPPORTING DOCUMENTS:

1st quarter for Fiscal Year 2021 Investment Report

Department Head initials:



City Manager's Review:



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CITY OF LOCKHART

Quarterly Investment Report
For the Quarter Ended December 31, 2020

February 2, 2021


CITY of LOCKHART
Quarterly Investment Report
For the Quarter Ended December 31, 2020

This report is presented in accordance with the Texas Government Code, Title 10, Chapter 2256, Public Funds Investment; Section 2256.023 known as the "Public Funds Investment Act". Attached is a detailed City of Lockhart investment report for the period October 1, 2020 through December 31, 2020. The Investment Portfolio Summary reports the beginning and ending book values and market values for the quarterly reporting period as follows:

Investment Portfolio		
	Book Value	Market Value
<u>October 1, 2020</u>		
Cash	2,897,708	2,897,708
Marketable Securities	0	0
Investment Pools	25,283,504	25,287,247
Certificates of Deposits	0	0
Total:	28,181,213	28,184,956
<u>December 31, 2020</u>		
Cash	2,940,685	2,940,685
Marketable Securities	0	0
Investment Pools	27,713,875	27,717,167
Certificates of Deposits	0	0
Total:	30,654,560	30,657,852

Fund Availability		
<u>October 1, 2020</u>		
Unrestricted Funds	10,223,016	10,223,016
Restricted Funds	17,958,196	17,964,107
Total Funds	28,181,213	28,187,124
<u>December 31, 2020</u>		
Unrestricted Funds	7,629,628	7,629,628
Restricted Funds	23,024,932	23,028,224
Total Funds	30,654,560	30,657,852

The investment portfolio, at all times during the quarter, complied with the Public Funds Investment Act and the City of Lockhart Investment Policy. TexPool, Texas CLASS and TexSTAR were also in compliance with the Public Funds Investment Act and the City of Lockhart Investment Policy throughout the quarter.


 Pam Larison
 Finance Director

1-19-21
 Date

CITY of LOCKHART

Investment Portfolio Summary

For the Quarter Ended December 31, 2020

	Investment Portfolio			
	Book Value	% of Total	Market Value	% of Total
October 1, 2020				
Cash	2,897,708	10.3%	2,897,708	10.3%
Marketable Securities	0	0.0%	0	0.0%
Investment Pools	25,283,504	89.7%	25,287,247	89.7%
Certificates of Deposits	0	0.0%	0	0.0%
Portfolio Total	28,181,213	100.0%	28,184,956	100.0%
December 31, 2020				
Cash	2,940,685	9.6%	2,940,685	9.6%
Marketable Securities	0	0.0%	0	0.0%
Investment Pools	27,713,875	90.4%	27,717,167	90.4%
Certificates of Deposits	0	0.0%	0	0.0%
Portfolio Total	30,654,560	100.0%	30,657,852	100.0%
Change in Value				
Cash	42,976		42,976	
Marketable Securities	0		0	
Investment Pools	2,430,371		2,429,920	
Certificates of Deposits	0		0	
Portfolio Total	2,473,347		2,472,896	
0				
Maturity Data	Book Value @ 12/31/2020	Weighted Average Maturity	Yield to Maturity	
Cash	2,940,685	0 Days	1.18%	
Marketable Securities	0	0 Days	0.00%	
Investment Pools - Texas CLASS	11,417,857	49 Days *	0.14%	
Investment Pools - TexPool	7,858,957	37 Days *	0.09%	
Investment Pools - TexSTAR	8,437,062	45 Days *	0.07%	
Certificates of Deposits	0	0 Days	0.00%	
	30,654,560	40 Days	0.21%	

Benchmark - 4 Week Treasury Bills - Secondary Market @ December 31, 2020

0.08%

* Weighted Average Maturity of Pool Investments - City funds are available from pools upon request.

Total Return On Investment	Interest Earned
Cash	7,138
Marketable Securities	0
Investment Pools - Texas CLASS	4,454
Investment Pools - TexPool	1,725
Investment Pools - TexSTAR	1,963
Certificates of Deposits	0
Total Return on Investment	15,280

CITY OF LOCKHART
Cash Accounts (as reconciled to FLNB)
For the Quarter Ended December 31, 2020

General Operating Account - FLNB		
		<u>Value</u>
October 1, 2020	\$	2,897,708
Deposits		13,099,321
Withdrawals		(13,063,483)
Interest Earned		7,138
December 31, 2020	\$	2,940,685

Total Cash Accounts		
		<u>Value</u>
October 1, 2020	\$	2,897,708
Deposits		13,099,321
Withdrawals		(13,063,483)
Interest Earned		7,138
December 31, 2020	\$	2,940,685

CITY of LOCKHART
Marketable Securities Transaction Summary
For the Quarter Ended December 31, 2020

<u>Holdings During the Quarter</u>		Purchase Date	Par Value	Coupon 0.34%	Date of Maturity	Yield to Maturity	Purchase Price	Quarterly Interest Earned	Beginning Value @ Par	Beginning Book Value	Beginning Market Value	Ending Value @ Par	Ending Book Value	Ending Market Value
Type of Security	CUSIP								October 1, 2020	December 31, 2020				
-														
Totals		\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Purchases</u>		Purchase Date	Par Value	Coupon Rate 0.22%	Date of Maturity	Yield to Maturity	Settlement Total	Price	Accrued Interest
Type of Security	CUSIP								
Totals		\$ -				\$ -		\$ -	

<u>Maturities</u>		Purchase Date	Par Value	Coupon Rate	Date of Maturity	Yield to Maturity	Settlement Total
Type of Security	CUSIP						
Totals		\$ -		0.59%		\$ -	

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CITY OF LOCKHART
Investment Pool Transactions Summary
For the Quarter Ended December 31, 2020

TexPool					
	<u>Book Value</u>	<u>Market Value</u>	<u>Net Asset Value</u>	<u>Weighted Aver. Maturity</u>	<u>Average Monthly Yield</u>
October 1, 2020	5,435,003	5,436,742	1.00032	38 Days	0.1500%
Deposits	6,913,000				
Withdrawals	(4,490,771)				
Interest Earned	1,725				
December 31, 2020	7,858,957	7,860,371	1.00018	37 Days	0.0900%

Texas CLASS					
	<u>Book Value</u>	<u>Market Value</u>	<u>Net Asset Value</u>	<u>Weighted Aver. Maturity</u>	<u>Average Monthly Yield</u>
October 1, 2020	11,413,403	11,415,406	1.00018	56 Days	0.2362%
Deposits	0				
Withdrawals	0				
Interest Earned	4,454				
December 31, 2020	11,417,857	11,418,191	1.00003	49 Days	0.1422%

TexSTAR					
	<u>Book Value</u>	<u>Market Value</u>	<u>Net Asset Value</u>	<u>Weighted Aver. Maturity</u>	<u>Average Monthly Yield</u>
October 1, 2020	8,435,099	8,435,099	1.00026	44 Days	0.1339%
Deposits	0				
Withdrawals	0				
Interest Earned	1,963				
December 31, 2020	8,437,062	8,438,606	1.00018	45 Days	0.0676%

CITY of LOCKHART
Certificates of Deposit Transaction Summary
For the Quarter Ended December 31, 2020

Holdings During the Quarter

<u>CD Number</u>	<u>Holder</u>	<u>Purchase Date</u>	<u>Face Value</u>	<u>Interest Rate</u>	<u>Date of Maturity</u>	<u>Yield to Maturity</u>	<u>Purchase Price</u>	<u>Quarterly Interest Earned</u>	<u>Beginning Face Value</u>	<u>Beginning Market Value</u>	<u>Ending Face Value</u>	<u>Ending Market Value</u>
									<u>October 1, 2020</u>	<u>December 31, 2020</u>		
			<u>\$ -</u>						<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Purchases

<u>CD Number</u>	<u>Holder</u>	<u>Purchase Date</u>	<u>Face Value</u>	<u>Interest Rate</u>	<u>Date of Maturity</u>	<u>Yield to Maturity</u>	<u>Purchase Price</u>
			<u>\$ -</u>				<u>\$ -</u>

Maturities

<u>CD Number</u>	<u>Holder</u>	<u>Purchase Date</u>	<u>Face Value</u>	<u>Interest Rate</u>	<u>Date of Maturity</u>	<u>Yield to Maturity</u>	<u>Settlement Total</u>
			<u>\$ -</u>				<u>\$ -</u>

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City of Lockhart

Investment Pools

Standard and Poor's Ratings

<u>Month</u>	<u>TexPool</u>	<u>TexSTAR</u>	<u>Texas CLASS</u>
January-20	AAAm	AAAm	AAAm
February-20	AAAm	AAAm	AAAm
March-20	AAAm	AAAm	AAAm
April-20	AAAm	AAAm	AAAm
May-20	AAAm	AAAm	AAAm
June-20	AAAm	AAAm	AAAm
July-20	AAAm	AAAm	AAAm
August-20	AAAm	AAAm	AAAm
September-20	AAAm	AAAm	AAAm
October-20	AAAm	AAAm	AAAm
November-20	AAAm	AAAm	AAAm
December-20	AAAm	AAAm	AAAm

City of Lockhart

Bank Collateralization

Standard and Poor's Ratings

<u>Month</u>	<u>FLNB Collateralization *</u>
January-20	AAA
February-20	AAA
March-20	AAA
April-20	AAA
May-20	AAA
June-20	AAA
July-20	AAA
August-20	AAA
September-20	AAA
October-20	AAA
November-20	AAA
December-20	AAA

* Guaranteed by US government (AAA)

City of Lockhart, Tx

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION: Discussion and/or action regarding the proposal and contractual agreement between Raftelis Financial Consultants, Inc., and the City of Lockhart; and appointing the City Manager to sign the contractual agreement.

ORIGINATING DEPARTMENT AND CONTACT: Finance – Pam Larison

ACTION REQUESTED:

ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION: The City of Lockhart's Water and Wastewater systems are self-supporting, meaning that no property taxes or sales taxes go toward the operations of these systems. The utility systems are supported through charges for services paid by users of the systems. The cost of these systems has grown with the expansion of Lockhart's customer base.

The purpose of the study is to determine the total cost of providing water and wastewater services, equitably distribute costs to customers, and design rates to safeguard the financial integrity of the City. Areas to be studied include: (1) current capital needs and increasing demand against current supply, (2) current infrastructure maintenance, (3) and meeting debt obligations.

In 2012, an in-house rate study was performed by the Finance Department to determine the rates needed to meet the City's debt obligations and again in 2017 with the Carrizo Ground Water Project.

A component of this study is to develop a multi-year financing plan covering a multi-year capital plan (i.e. the water and wastewater impact fee analysis and capital improvements plan prepared by the TRC Engineer in February 2017). The financing plan's aim is to ensure that the proposed capital plan is achievable within expected available resources. Without the cost-of-service study and financial plan it is difficult to address the current and long-term needs of the customers and businesses.

PROJECT SCHEDULE: Four months (details provided in proposal).

AMOUNT & SOURCE OF FUNDING:

Finance Review initials _____

Funds Required: \$36,383.00
Account Number: 520-5799-299
540-5799-299
Funds Available: \$18,191.50 (Budget Amendment to Water Fund)
\$18,191.50 (Budget Amendment to Wastewater Fund)
Account Name: Other Contracts & Services

FISCAL NOTE: Both the Water and Wastewater Funds are budgeted at revenues over expenditures. The proposed budget amendments will affect the following funds as such:

Water Fund will maintain revenues over expenditures by \$120,145.00 with budget amendment of \$18,192.00.

Wastewater Fund will maintain revenues over expenditures by \$2,807.00 with a budget amendment of \$18,192.00.

Previous Council Action: Council approved incremental rate increases to cover debt related to the Carrizo Ground Water project in September 2018.

STAFF RECOMMENDATION/REQUESTED MOTION: Staff respectfully requests approval of the agreement as presented.

LIST OF SUPPORTING DOCUMENTS: Raftelis Water and Wastewater Cost-of-Services and Financial Planning Study Proposal and Raftelis Financial Consultants, Inc. Professional Services Agreement.

Department Head initials: _____

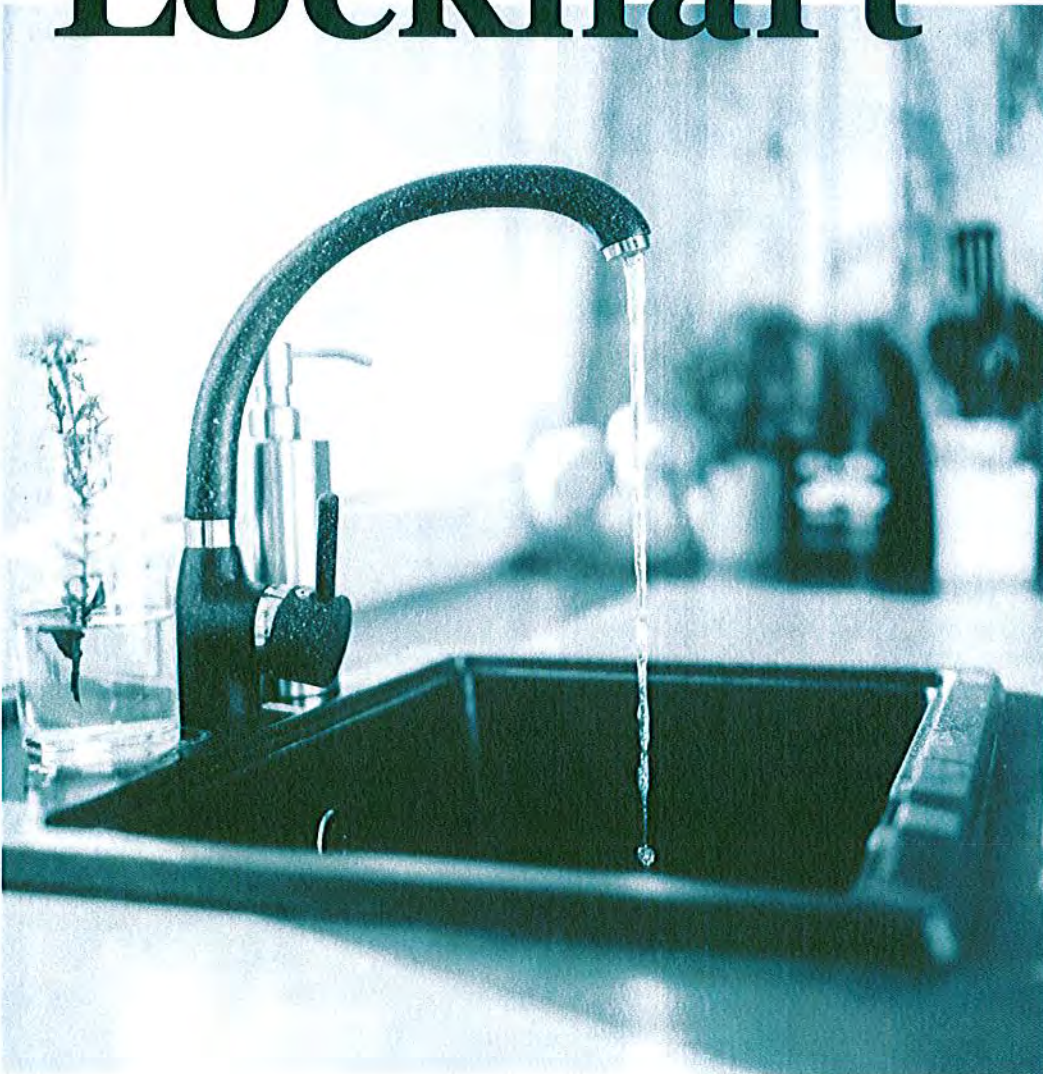
City Manager's Review: _____

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**Water/Wastewater Cost-of-Service
and Financial Planning Study**

PROPOSAL / JANUARY 15, 2021

City of
Lockhart





Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.



January 15, 2021

Ms. Pam M. Larison
Director of Finance
City of Lockhart
308 W. San Antonio St.
Lockhart, TX 78644
Email: plarison@lockhart-tx.org

Subject: Proposal for Cost-of-Service and Financial Planning Study

Dear Ms. Larison:

Thank you for reaching out to me about the City of Lockhart's (City) needs for a Cost-of-Service and Financial Planning Study. It was helpful to hear your specific concerns as it relates to the water and wastewater system. Based on that conversation, I have developed the enclosed scope of work to complete a cost-of-service study and provide the City with a financial planning model. The study will provide the following:

- Completing a cost allocation analysis that will determine the cost of service for each of the customer classes of the City
- Providing a financial planning model that will forecast revenues and revenue requirements of the City
- Providing a benchmarking study that will compare the City's rates to neighboring cities

For each of these tasks, we have outlined the work that will be completed and provided a budget and time estimate. The tasks can be completed concurrently or sequentially; although, it would be beneficial in some cases to complete certain tasks prior to others.

Raftelis was established in 1993 to provide financial and management consulting services to utilities and local governments. Raftelis has grown to have the largest water, wastewater and stormwater utility financial and management consulting practice in the country, with more than 120 consultants. We have provided assistance to over 1,000 utilities and to the utilities serving 38 of the 50 largest cities in the nation. Collectively, our clients provide services to more than 25% of the U.S. population. Despite this growth, we have always been focused meeting our clients' goals.

Raftelis is uniquely qualified to serve as your expert consultant based on our extensive experience successfully completing many similar studies for utilities in Texas and across the country. We strongly believe our team would successfully complete the study and provide significant value to the City of Lockhart for several reasons, including:

- **Breadth of experience** – We have conducted similar studies for many utilities throughout Texas. Specifically, we have worked with many utilities that are experiencing the kind of growth and increasing debt service costs like the City. A financial plan is critical for anticipating cost increases and potential rate impacts.
- **Proximity** – Most of our team members are located nearby in Austin and are intimately aware of the concerns central Texas utilities face.
- **Depth of resources** – No firm that specializes in financial and management consulting for the water and wastewater industry has the staff resources we have.



- **Drive to succeed** – Our project team will be focused on not only meeting, but exceeding, the City's expectations.
- **Registered Municipal Advisor** – As required by the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank), we are registered as a Municipal Advisor under the rules of the SEC and the MSRB. As such, the City can be confident that the advice we will provide as part of this project, in particular recommendations on capital financing using debt, will comply with applicable federal laws and regulations and that we will meet the operating standards covered by the regulations.

For this engagement, the Raftelis team will include myself as Project Director and Justin Rasor as Project Manager. As Project Manager, Justin will ensure that the study addresses the needs of the City and that the project is completed on time and on budget. Tim Williams will serve as Staff Consultant for the project working under the direction of Justin. Resumes for our project team are included in this proposal.

We look forward to working on this study with the City of Lockhart. Should you have any questions or need additional information, please contact me at 512-790-2108 or aflores@raftelis.com.

Sincerely,

A handwritten signature in cursive script that reads "Angie Flores".

Angie Flores
Senior Manager

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Appendix: Resumes

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WHO IS

Raftelis

**RAFTELIS IS THE TRUSTED
ADVISOR TO UTILITIES
AND THE PUBLIC SECTOR.**

+ VISIT [RAFTELIS.COM](https://www.raftelis.com) TO LEARN MORE

Raftelis provides utilities and public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their citizens. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.

THE CITY OF LOCKHART & RAFTELIS

The Right Fit

We believe that Raftelis is the right fit for this project. We provide several key factors that will benefit the City of Lockhart and help to make this project a success.



RESOURCES & EXPERTISE

This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components.

With more than 120 consultants, Raftelis has the largest water-industry financial and management consulting practice in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading rate consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



DEFENSIBLE RECOMMENDATIONS

When your elected officials and customers are considering the validity and merit of recommended changes, they want to be confident that they were developed by experts using the latest industry standard methodology.

Our senior staff is involved in shaping industry standards by chairing various committees within the American Water Works Association (AWWA) and the Water Environment Federation (WEF). Raftelis' staff members have also co-authored many industry standard books regarding utility finance and rate setting. Being so actively involved in the industry will allow us to keep the City informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. In addition, with Raftelis' registration as a Municipal Advisor, you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.



HISTORY OF SIMILAR SUCCESSES

An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line.

Raftelis staff has assisted 1,000+ utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the City and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.



USER-FRIENDLY MODELING

A modeling tool that your staff can use for scenario analysis and financial planning now and into the future will be key for the City going forward.

Raftelis has developed some of the most sophisticated yet user-friendly financial/rate models available in the industry. Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. Our models are non-proprietary and are developed with the expectation that they will be used by the client as a financial planning tool long after the project is complete.



RATES THAT ARE ADOPTED

For the study to be a success, rates must be successfully approved and implemented.

Even the most comprehensive rate study is of little use if the recommendations are not approved and implemented. Raftelis has assisted numerous agencies with getting proposed rates successfully adopted. We develop a message regarding the changes that is politically acceptable and convey that message in an easy-to-understand manner. We focus on effectively communicating with elected officials about the financial consequences and rationale behind recommendations to ensure stakeholder buy-in and successful rate adoption.

27 years
serving the
public sector

OUR TEAM INCLUDES

120+ consultants focused on
finance/management/communication/
technology for the public sector

5 chairs & **20** members of
AWWA and WEF utility finance and
management committees and subcommittees

& the
President of AWWA

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,200+ public agencies
and utilities

that serve more than

25% of the
U.S. population

including the agencies serving

38 of the nation's
50 largest cities

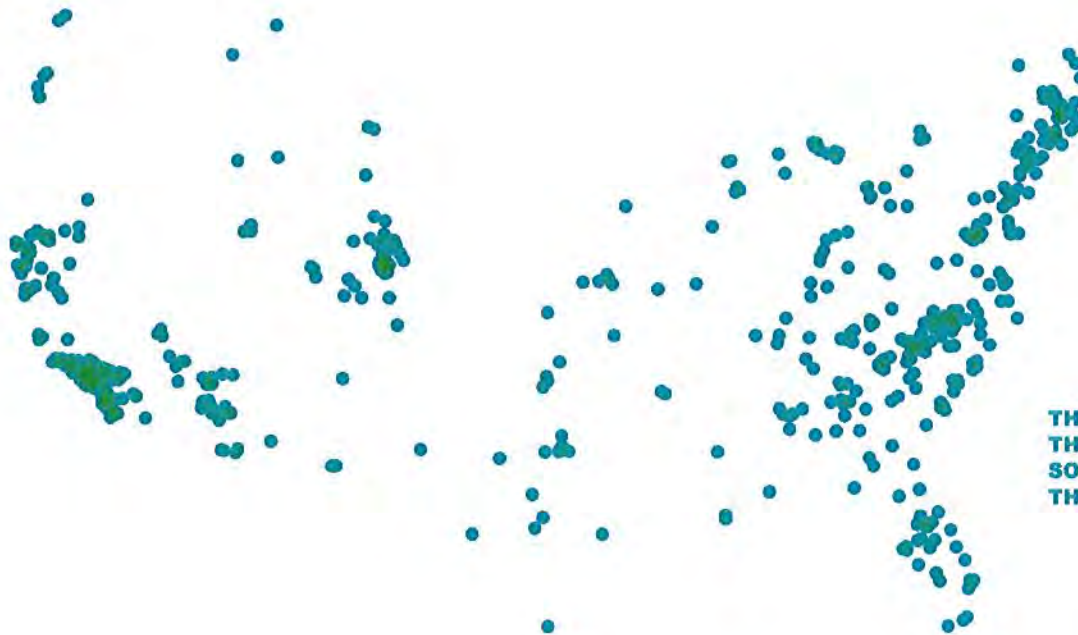
In the past year alone, we worked on

900+ projects for **600+** agencies in **44** states

Experience

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,200 public agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 900 financial/organizational/technology consulting projects for over 600 agencies in 44 states, the District of Columbia, and Canada.



THIS MAP AND THE MATRIX ON THE FOLLOWING PAGES SHOW SOME OF THE UTILITY CLIENTS THAT WE HAVE ASSISTED.

Raftelis has provided financial/organizational/technology assistance to utilities serving more than

25% of the U.S. population

National Experience

This matrix shows a brief sample of some of the utilities throughout the U.S. and Canada that Raftelis staff has assisted and the services performed for these utilities.

Client	Finance				Organization				Technology						
	Affordability Analysis & Program Development	Capital Improvements Planning/Prioritization	Debt Issuance Support	Economic & Financial Evaluations	Financial Planning & Modeling	Rate, Charge, & Fee Studies	Stormwater Utility Development & Support	Organizational, Governance, & Operations Optimization	Performance Measurement & Benchmarking	Program Planning & Support	Stakeholder Engagement & Communication	Strategic Planning	Billing, permitting, & Customer Information Audits	Business Process Development	Data Management, Analytics, & Visualization
AL Birmingham Water Works Board	●	●	●	●	●	●			●	●	●				●
AR Central Arkansas Water		●		●	●	●		●				●			
AR Little Rock Wastewater Utility		●		●	●	●					●				
AZ Phoenix, City of	●	●	●	●	●	●			●						
AZ Pima County		●		●	●	●									
AZ Tucson Water		●		●	●	●					●				
CA Alameda County Water District		●	●	●	●	●									
CA Anaheim, City of		●		●	●	●									
CA Central Contra Costa Sanitation District		●		●	●	●		●	●						
CA East Bay Municipal Utility District	●	●		●	●	●									
CA Long Beach, City of	●		●	●	●	●									
CA Los Angeles, City of		●		●	●	●									
CA Metropolitan Water District of Southern California		●		●	●	●			●						
CA San Diego, City of		●		●	●	●									
CA San Juan Capistrano, City of		●		●	●	●									
CA Santa Cruz, City of		●		●	●	●									
CA Thousand Oaks, City of	●	●		●	●	●									
CA Ventura, City of		●		●	●	●					●				
CO Boulder, City of		●		●	●	●	●								
CO Denver Wastewater Management Division		●	●	●	●	●		●	●		●				
CO Denver Water		●		●	●	●									●
CO Greeley, City of		●	●	●	●	●	●								
CO Metro Wastewater Reclamation District		●		●	●	●						●			
CT Groton, City of		●		●	●	●		●		●	●		●	●	
DC DC Water		●		●	●	●		●	●			●		●	
DE Wilmington, City of		●		●	●	●		●			●				
FL Emerald Coast Utilities Authority		●	●	●	●	●									
FL Florida Keys Aqueduct Authority		●	●	●	●	●									
FL Pompano Beach, City of		●		●	●	●		●							
FL St. Johns County		●	●	●	●	●									
GA Augusta, City of		●		●	●	●									
GA Columbus Water Works		●	●	●	●	●									
GA Paulding County		●	●	●	●	●									
HI Honolulu ENV, City and County of		●		●	●	●									
IL Bloomington, City of		●		●	●	●									
IL City of Naperville		●		●	●	●									
KS Topeka, City of		●		●	●	●									
KS Wichita, City of		●		●	●	●									
KY Hardin County Water District #1		●		●	●	●									
LA New Orleans, Sewerage & Water Board of		●	●	●	●	●	●		●		●			●	
MA Boston Water & Sewer Commission		●		●	●	●				●	●			●	●
MA Northampton, City of	●			●	●	●					●				
MD Baltimore, City of	●	●		●	●	●	●	●		●	●			●	●
ME Portland Water District		●		●	●	●									
MI Detroit Water and Sewerage Department		●		●	●	●									
MI Flint, City of		●		●	●	●									●
MI Saginaw, City of		●		●	●	●									

Client	Finance				Organization				Technology							
	Affordability Analysis & Program Development	Capital Improvements Planning/Prioritization	Debt Issuance Support	Economic & Financial Evaluations	Financial Planning & Modeling	Rate, Charge, & Fee Studies	Stormwater Utility Development & Support	Organizational, Governance, & Operations Optimization	Performance Measurement & Benchmarking	Program Planning & Support	Stakeholder Engagement & Communication	Strategic Planning	Billing, Permitting, & Customer Information Audits	Business Process Development	Data Management, Analytics, & Visualization	Software Solutions
MO Metropolitan St. Louis Sewer District																
MS Jackson, City of																
NC Charlotte Water																
NC Durham, City of																
NC Fayetteville, City of																
NC Raleigh, City of																
NH Concord, City of																
NJ Brick Township Municipal Utilities Authority																
NJ Jersey City Municipal Utilities Authority																
NV Henderson, City of																
NY New York City Water Board																
OH Montgomery County Environmental Services																
OH Northeast Ohio Regional Sewer District																
OK Chickasha, City of																
OK Stillwater Utilities Authority																
OR Portland Bureau of Water, City of																
PA Capital Region Water																
PA Philadelphia Water Department																
PA Pittsburgh Water and Sewer Authority																
RI Newport, City of																
RI Providence Water Supply Board																
SC Greenville Water																
SC Mount Pleasant Waterworks																
TN Johnson City, City of																
TN Metro Water Services of Nashville and Davidson County																
TX Abilene, City of																
TX Austin, City of																
TX Copperas Cove, City of																
TX Dallas, City of																
TX El Paso Water Utilities																
TX North Texas Municipal Water District																
TX Round Rock, City of																
TX San Angelo, City of																
TX San Antonio Water System																
TX San Jacinto River Authority																
TX San Marcos, City of																
UT Salt Lake City																
VA Newport News Department of Public Utilities, City of																
VA Richmond Department of Public Utilities																
VA Suffolk, City of																
VT Burlington, City of																
WA Tacoma, City of																
WI Milwaukee Metropolitan Sewerage District																
WI Milwaukee Water Works																
WV Charleston Sanitary Board																
Can Calgary, City of																
PR Puerto Rico Aqueduct and Sewer Authority																

Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City of Lockhart's project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.

City of Manor

TEXAS

Reference: Lydia M. Collins, Director of Finance
P: 512.272.5555 / E: lcollins@cityofmanor.org

In August 2017, the City of Manor (City) engaged Raftelis to complete a financial planning model and rate study. The City had completed a rate study about three years prior and was not generating the amount of revenue that had been estimated for the rate increases adopted. In this study, it was important that it be determined why the City was seeing the shortfalls in revenue and adjust accordingly. Raftelis analyzed historical customer consumption and revenues to determine why the City was not recovering the amount of revenue projected from the previous study. Rate recommendations were made based on that analysis. A financial planning model was developed to assist the City in projecting future revenue requirements. The City has grown significantly in recent years and will begin requiring capital improvements. This study will provide the City with the information it will need to fund future capital investment. Also, through a scope addition, Raftelis reviewed a rate study provided by one of the City's wholesale water providers as it was proposing a rate increase.

City of Round Rock

TEXAS

Reference: Michael Thane, Director of Utilities
P: 512.218.3236 / E: mthane@roundrocktexas.gov

The City of Round Rock (City) is approximately 20 miles north of Austin. Once just a small suburb of Austin, the City now supports its own economic development and is home to numerous commercial enterprises. The City provides water and wastewater service to approximately 100,000 City residents and another 40,000 residents outside the City through several wholesale customers. The City first engaged Raftelis to conduct a comprehensive cost-of-service and rate study. Raftelis assisted the City in developing an equitable cost-of-service analysis and rate design that will continue to promote the quality and balance of life that is evident in its community and commercial initiatives.

Raftelis provided an analysis that established the cost of service between retail and wholesale customers. The City has been increasing retail rates at a nominal level to achieve revenue sufficiency for water and wastewater service, but wholesale service rates had not been updated in some time. Raftelis determined the cost of service, calculated wholesale rates according to the utility approach, and developed a three-year phase-in of rates for 2016 to 2018.

Raftelis was engaged again to conduct an update to the cost-of-service study and develop a three-year rate forecast for retail and wholesale customers. Raftelis also developed alternative rate structures for the residential, commercial, and

irrigation customer classes. Rate structures and rates for retail and wholesale customers were approved and adopted by the City Council.

Raftelis aided the Drainage Utility for the City by developing the first comprehensive financial planning model for the Drainage Utility for capital planning and annual fee development.

Additionally, Raftelis has been retained as the City's rate expert on Docket No. 48836. Six of the City's wholesale customers have appealed their rates. The case has not progressed to hearing.

Raftelis has been retained once again to update the City's retail and wholesale rate study for FY 2021.

City of San Marcos

TEXAS

Reference: Tom Taggart, Public Service Director
P: 512.393.8303 / E: ttaggart@sanmarcostx.gov

Angie Flores, while at a different employer, was engaged by the Assistant City Manager of the City of San Marcos (City) in 2014, 2015, and 2016 to complete a financial planning model and rate study. Each year, Angie updated the 10-year financial planning model with the most recent consumption data, customer counts, actual expenses, budgets, capital improvement plan, and debt service for the water, wastewater, and electric utilities. Rates were calculated so that the total revenue was sufficient to recover the revenue requirements for each utility. Debt service coverage ratios and reserve requirements of each utility were verified each year.

Angie worked with the City to identify goals and objectives for the particular year being evaluated. In FY 2014, Angie worked with City staff to consider customer class rates and rate structures as the City's existing rates are only based on meter size. In FY 2015, various changes were made to the model to reflect changes in the City's purchased power. In FY 2016, the model was further modified to include more rigorous checks and balances to ensure that data throughout the model is accurate.

The City's financial plan updates were important to ensure that rates were sufficient to recover future costs of the Alliance Water Project that includes the cities of Buda, Kyle and San Marcos and the Canyon Regional Water Authority.

In 2017 and 2018, Raftelis was engaged by the City to once again update the financial planning model. Raftelis undertook making modifications to portions of the model to further improve on the previous work. In addition, Raftelis is working with the City to develop new goals for its rate structures to determine if future modifications should be considered.

While Raftelis has not completed this update since 2018, we feel that we provided the City of San Marcos with a useful model that allowed them to forecast costs for future water supplies.

Project Understanding

The City of Lockhart is the largest city in Caldwell County with an estimated population of approximately 14,000 people. The City, known as the Barbecue Capital of Texas, has various businesses made up of agriculture, manufacturing companies, technology companies, local shops, and eateries. Recently the Economic Development Corporation has been granted authorization to purchase a tract of land located along SH 130 to develop an industrial park. This will bring more manufacturing companies to the City. In November 2020, the Guadalupe-Blanco River Authority, New Braunfels Utility, the City of Lockhart, and Goforth Special Utility District broke ground on the Carrizo Groundwater Supply Project (Project). The Project is a collaboration with Alliance Regional Water Authority. These changes will require a thorough understanding of the financial forecast of the City. Our project approach provides the City with a roadmap for completing a cost-of-service and financial planning study.

Project Approach

We have developed the following proposed services based on our extensive experience in completing comprehensive water and wastewater cost-of-service and financial planning studies for other utilities in Texas and across the country. Our approach has been tailored to address the specific objectives and concerns we discussed on our call while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our projects for utilities throughout Texas and the U.S.

Task 1: Project Initiation and Management

This task will provide a solid foundation for the project. Raftelis will hold a kick-off meeting prior to starting a major task. During the kick-off meetings, all aspects of the task will be discussed, including the primary objectives of the City, final deliverables, and ongoing project management.

As part of this task, the project team will have discussions with City management and staff to obtain a thorough understanding of the financial, operational, regulatory, and political environment. Our proposed project approach entails several different, yet interrelated, work efforts that will require effective coordination between the project team and City staff. To gain this understanding, Raftelis will provide the City with a list of data that will be used to develop the financial forecast and revenue requirements for the study.

Our project management approach stresses communication, teamwork, objectivity, and accountability for meeting project objectives. This includes general administrative duties, including client correspondence, billing, project documentation, and administration of the study control plan. This will provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the client is always aware of the status of the project.

We believe that the execution of a productive kick-off meeting is the most effective way to begin a project of this nature. The goals for this meeting include:

- Providing a forum to finalize the scope of the project, work plan, and schedule with City staff
- Discussing the City's preliminary pricing objectives
- Ensuring that we understand the overall goals of the study
- Providing an opportunity for City staff to meet and become comfortable with the project staff from Raftelis
- Reviewing the data needs for the project

Accomplishing these objectives will help to ensure that the project progresses as smoothly as possible.

Prior to the kick-off meeting, we will prepare a detailed data request list that will identify the information needed to complete the various analyses. Information that is typically required to perform a comprehensive cost-of-service study includes recent Comprehensive Annual Financial Reports (CAFR), recent and current utility budgets, a description of service areas, current and historical billing data, utility plant in service records, debt service schedules, water and wastewater master plans, and a long-term capital improvement plan. Some of this information will be readily available, whereas other components may require more detailed analyses of operational data, customer billing information, and costs. We will also prepare a comparison of the City's existing utility rates to comparable peers as a basis for discussion during the kick-off meeting to review the City's existing rates and determine if additional types of fees may be appropriate to be analyzed and considered for use by the City's utilities.

Data Collection and Review

As part of this task, we will meet with City staff to obtain a thorough understanding of the financial, operational, regulatory, master planning, and political environments. Existing rate policies and ordinances will be reviewed for consistency with current and possible future fees. Key issues, areas of concern, and pricing objectives will be reviewed and discussed. Historical information will be reviewed related to costs, customers, usage, demand patterns, capital spending, plant in service, and revenues generated to provide a better understanding of recent changes in operating characteristics and to develop appropriate trends and growth factors for creating financial forecasts. Other information reviewed will include regulatory requirements, bond covenants, contractual requirements, and capital plans for each utility. During the data collection and review, we will begin to identify assumptions used to allocate and project costs that will be integrated into our model. As these assumptions are identified, City staff will have an opportunity to review our findings to ensure that the assumptions make sense regarding each of the City's utility systems.

Task 2: Consumption and Current Revenue Analysis

Projecting future demand and developing realistic per capita consumption estimates is one of the single most difficult tasks that a utility faces each year. The reason for this is that there are several unforeseeable factors that can affect consumption. A particularly rainy or dry season, unforeseen population growth or decline, and commercial customers moving in and out of City's service area or not returning after the current pandemic can and will have a dramatic effect on consumption. However, projecting consumption is also one of the most important tasks that a utility faces. These projections directly affect user rates, which, in turn, determine how much cash a utility will collect. If a utility overestimates consumption, then rates will be too low leading to revenue under recovery, a deficit, and decreasing fund balances. Yet, if a utility underestimates consumption, then revenue over recovery occurs and this can be met with public scrutiny because of unjustly high rates.

Comprehensive operation and customer billing information will be collected to classify customers and project user demand over the planning period. We will study available historical consumption of the City's different customer types to arrive at a corresponding usage and growth rate for each type. As a result of these analyses, Raftelis will be able to develop projections of consumption for the forecast period under various scenarios, resulting in an optimistic projection, pessimistic projection, and most likely projection. Raftelis will also examine the City's current customer classifications and identify any changes that may be necessary to make them more consistent with current industry practices and standards. Raftelis will then calculate the revenues under current rates at projected consumption levels (optimistic, pessimistic, and most likely) to understand the potential revenues realizable. We will then compare these revenues to the revenue requirements forecast in the financial plan developed in Task 3 to understand the magnitude of the potential shortfall under the current rates.

Task 3: Development of Financial Plans

An important element in conducting a comprehensive rate study is to establish comprehensive short- and long-term financial plans for the City's utilities. In preparing these plans, we will analyze the City's current policies and practices for funding its operations, capital facilities plan, and debt service requirements. As appropriate, and as discussed with City staff, we will consider various financing options, or a combination of options, such as operating revenue, new debt issuances, and miscellaneous fees.

We will assist the City in achieving a suitable balance among the financing options when developing the proposed financial plans, which will accomplish the following:

- Ensure financial sufficiency to meet operating and capital costs as well as prudent reserves
- Meet the City's service policies and objectives
- Fairly distribute financing responsibility to appropriate users
- Result in an appropriate capital structure so that the City maintains a high rating with bond rating agencies

Maintaining detailed financial plans will ensure that the City's utilities are operating in a revenue self-sufficient manner and meet debt covenant requirements. We will develop separate financial plans for the water and wastewater utilities to understand if any of the utilities may be subsidized by the others.

The financial plans for each utility will include a capital improvement financing component that ensures each utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

Develop Revenue Requirements

This task will include the projection of budget items, such as annual costs related to labor, power, materials, capital expenditures, plant investment, O&M expenses, transfers, reserve contributions, and debt service coverage using assumptions based on different economic factors and growth trends.

We will develop forecasts of revenue requirements over the multi-year planning period. Revenue requirements will be projected over the rate-setting period based on historical results, the current budget, capital improvement plans, master planning studies, existing debt service, other obligations, and current economic trends. We will examine the effect of variations in factors that impact the utility's revenue requirements and provide comparisons of potential revenue requirement scenarios for review with the City to identify the most appropriate revenue requirements for proposed rates. Projecting revenue adjustments over a multi-year planning horizon can illustrate future rate impacts and potential challenges to the City's financial situation. This will allow the City to adjust its expenses, transfers, and reserve balances or schedule capital projects to smooth rate impacts and maintain financial stability.

The financial plans for each utility will include a capital improvement financing component that ensures each utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

Develop Multi-year Cash Flow Analysis and Recommend Reserve Balances

We will develop a multi-year cash flow analysis to determine the revenue adjustments needed to meet projected revenue requirements for the multi-year planning period while minimizing sharp rate fluctuations. The cash flow worksheet will incorporate revenues generated from different sources, expenses needed to maintain the utility systems, any transfers in and out of the enterprise funds, as well as the coverage needed to meet current and proposed debt service requirements. The level of the transfers will be considered and compared to industry standards as well as considered based on regulatory guidelines. We will also review the reserve policies to recommend appropriate reserve balances consistent with industry standards and the City's desire to appropriately address risk associated with various factors, including emergency expenditures or revenue shortfalls.

Task 4: Cost-of-Service Analysis and Rate Calculation

Although we take care to tailor a utility's cost-of-service analysis to meet the needs of the individual utility, we always make sure to follow the basic premise of cost-of-service allocations set forth by state and local laws, the American Water Works Association's (AWWA) *Manual M1, Principles of Water Rates, Fees, and Charges*, the Water Environment Federation's (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, and other authoritative bodies.

The first step of a cost-of-service analysis is to complete a cost functionalization to allocate costs to the various functions within the utility. For example, in the water utility, these categories may include source of supply, treatment plant, transmission, and distribution. The next step is the classification of costs based on cost-causative parameters. In water, these parameters would be average day demand, maximum day demand, maximum hour demand, meters, and customer service. Finally, the cost of serving each customer class will be determined based on each class' usage characteristics. Raftelis will discuss with the City whether this task and allocation analysis is necessary for each utility.

Rate Calculation

After the revenue requirements have been functionalized, classified, and allocated, we will use the consumption analysis performed in Task 2 and combine it with the new revenue requirements to calculate user rates reflecting the City's specific rate goals and objectives. In identifying these goals and objectives, Raftelis will evaluate the City's current rate structures and discuss how they compare to industry standards. At this point, we will discuss and evaluate the need for new customer classes, such as senior citizen or irrigation/sprinkler rates. Raftelis has worked with many customers to evaluate existing and new customer classes. This evaluation will be based on existing data and the needs of the City.

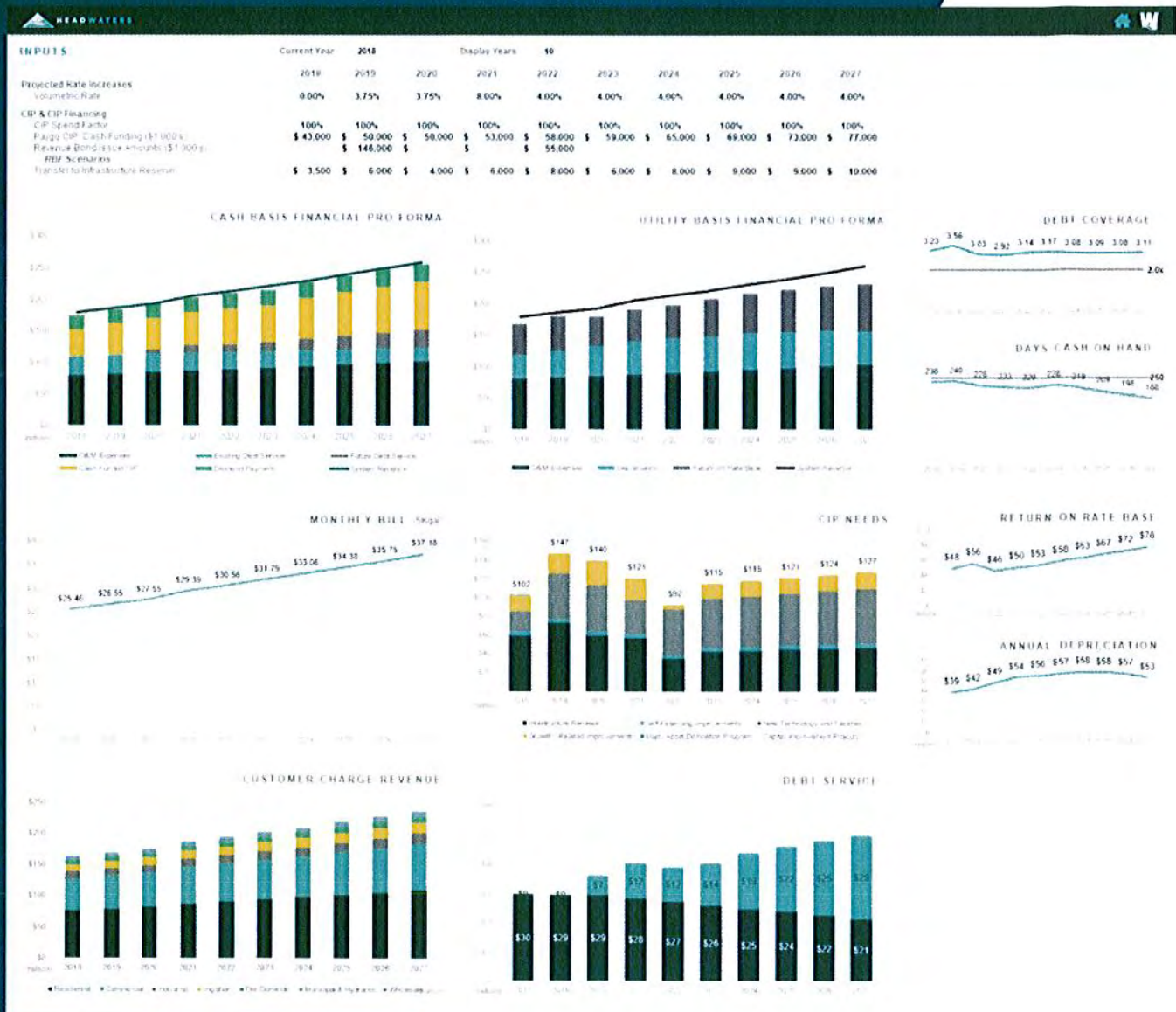
We will project these rates for the forecast period to ensure that all covenant requirements are met and to ensure that customer impacts of rate increases do not lead to rate shock. At the end of this task, we will conduct a meeting with City staff. At this meeting, Raftelis will review the entire cost-of-service and rate-setting process and present preliminary rates. Prior to the meeting, City staff will be provided with the draft rate model and preliminary rates so that they will be able to review our methodology and suggest changes. We will discuss all suggested changes and then work with the City to come up with our final rate recommendations to incorporate into the City's rate ordinances.

Comparison of Costs by Customer Class

Based on the rate structures identified in this task, we will develop a comparison of the cost of service to rate recovery under the new rates as well as existing rates. This will allow the City to understand any inequities in the existing rate structure as well as how any proposed changes to the rate structure addresses those inequities.

Raftelis will develop a customized financial model for the City that incorporates a dashboard to allow you to easily run scenarios and see the impacts in real time.

Shown below is a sample dashboard that we developed for another project.



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Task 5: Rate Model Development

At the heart of any successful cost-of-service and rate study is the computer model that is used to: develop revenue requirements; perform cost functionalization, classification, and allocation; and calculate rates. The model must be sophisticated enough to perform the complex calculations involved in a comprehensive cost-of-service and rate analysis and yet still be simple enough to allow for future updates by City staff.

The model will incorporate the rate structures and rate calculation methodologies that are identified during Task 4. During the project, City staff will be provided with working copies of rate model drafts in Microsoft Excel so that they will be able to provide input into the development of the model. Once the project is complete, the City will be provided with fully functioning copies of the model and Raftelis personnel will train members of the City staff in its use.

Task 6: Reports and Presentations

Rate Comparison

Raftelis will prepare a comparative analysis of the City's current and proposed water and wastewater rates to comparable peer utilities. This comparison will be used in the reports and presentations of the findings of the study to provide a frame of reference for stakeholders and decision makers.

Draft Report

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the results of the cost-of-service and rate study. An electronic copy of the draft report will be presented to City staff for their review and comment.

Final Report

Raftelis will incorporate City staff's comments of the draft report into a final report. Upon finalization of the report, the City will be provided an electronic copy of the report. In addition to the final report, the City will also be provided with electronic copies of the final rate model in Microsoft Excel. Raftelis will also deliver a model training workshop for City staff.

Presentations

We will prepare a PowerPoint presentation summarizing the rate study process, findings, and recommendations in a clear and concise manner. We will provide a draft of this presentation to City staff for their review and comment prior to delivering the final version.

Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the City with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. In the Appendix, we have included resumes for each of our team members as well as a description of their role on the project.

**CITY OF
LOCKHART**

PROJECT DIRECTOR

Angie Flores

PROJECT MANAGER

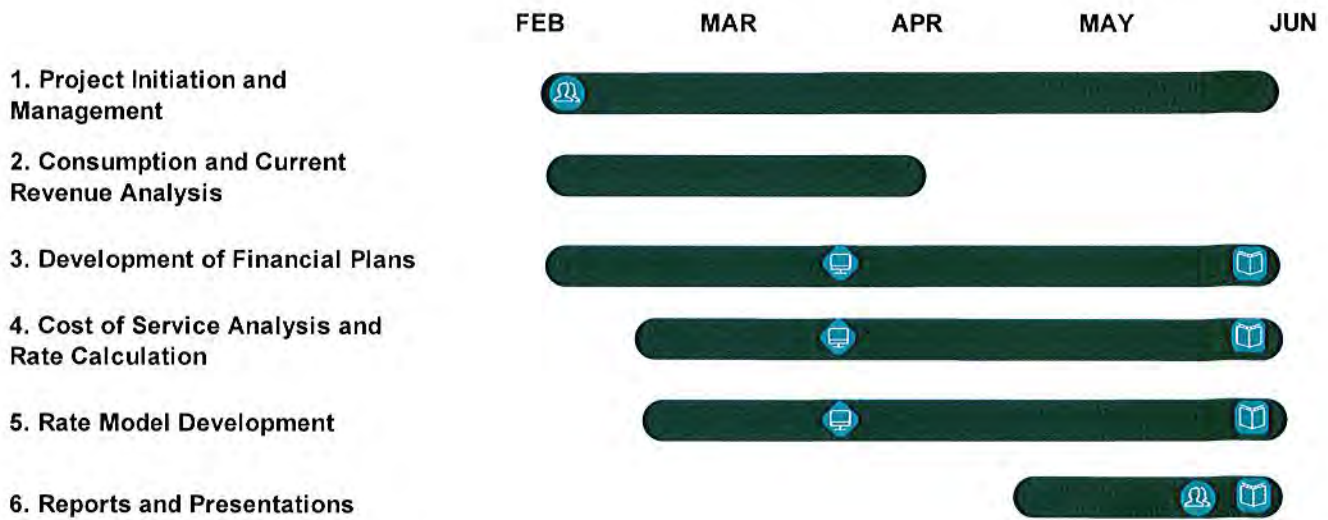
Justin Rasor




STAFF CONSULTANT

Tim Williams

Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by the mid-February 2021 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings, as necessary. Project completion is estimated for mid-June 2021.



-  *In-Person Meetings / Workshops*
-  *Web Meetings*
-  *Deliverables*

Cost

The following table provides a breakdown of our proposed fee of **\$36,383** for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with travel and a \$10 per hour technology charge covering computers, networks, telephones, postage, etc.

Tasks	Web Meetings	Number of Meetings	Hours			Total	Total Fees & Expenses
			AF	JR	TW		
1. Project Initiation and Management		1	8	16	8	32	\$7,571
2. Consumption and Current Revenue Analysis				8	16	24	\$4,920
3. Development of Financial Plans	1			8	16	24	\$4,920
4. Cost of Service Analysis and Rate Calculation	1			8	16	24	\$4,920
5. Rate Model Development	1			8	16	24	\$4,920
6. Reports and Presentations	1	1	8	16	16	40	\$9,131
Total Estimated Meetings / Hours	4	2	16	64	88	168	
Hourly Billing Rate			\$275	\$215	\$185		
Total Professional Fees			\$4,400	\$13,760	\$16,280	\$34,440	
							Total Fees \$34,440
							Total Expenses \$1,943
							Total Fees & Expenses \$36,383

AF - Angie Flores
 JR - Justin Rasor
 TW - Tim Williams

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Hourly Billing Rates

Project team hours and expenses will be billed on the same invoice. Additional services outside the agreed upon scope of work will be billed on a time and materials basis. Raftelis' billing rates can be found below.

POSTION	HOURLY BILLING RATE**	
Chair	\$450	<i>*Technology/Communications Charge: This is an hourly fee charged monthly for each hour worked on the project to recover telephone, facsimile, computer, postage/overnight delivery, conference calls, electronic/computer webinars, photocopies, etc.</i>
Chief Executive Officer/President	\$400	
Executive Vice President	\$340	
Vice President/Principal Consultant	\$310	
Director of Governmental Services	\$310	
Senior Manager	\$275	
Director of Florida Operations	\$225	
Manager	\$245	
Director of Data Services	\$245	
Senior Consultant	\$215	
Consultant	\$185	<i>**For services related to the preparation for and participation in deposition and trials/hearings, the standard billing rates listed above will be increased by an amount up to 50 percent.</i>
Creative Director	\$175	
Associate	\$155	
Graphic Designer	\$125	
Analyst	\$110	
Administration	\$80	
Technology Charge*	\$10	

APPENDIX:

Resumes

Angie Flores

PROJECT DIRECTOR Senior Manager

ROLE

Angie will be responsible for the overall project accountability, contractual representations, technical support, and quality control.

PROFILE

Angie has worked in the water and wastewater utility industry for more than 25 years. Over this time, she has completed various cost of service and rate studies, financial planning models, and impact fee studies for cities such as San Marcos, Abilene, Corpus Christi, San Angelo, Round Rock, and Georgetown. Prior to beginning her work as a consultant in 2013, Angie worked for the Lower Colorado River Authority (LCRA) for 12 years where she was responsible for developing rate studies and financial planning models and participating in the business plan process for 32 water and wastewater utilities. LCRA is responsible for managing the Highland Lakes system in Central Texas and a major wholesale electric provider. Before LCRA, Angie worked at the Texas Water Development Board as a financial analyst. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas.

KEY PROJECT EXPERIENCE

San Antonio Water System (TX)

Raftelis has been engaged by the San Antonio Water System (SAWS) to complete a cost-of-service study. SAWS updates the cost-of-service study every five years. As project manager, Angie is leading the effort of the cost-of-service model as well as developing the presentations to the Rate Advisory Committee (RAC) in coordination with SAWS staff. The RAC will meet several times to provide comments on the cost-of-service process and results. They will make a recommendation to the SAWS Board of Directors. Raftelis will develop a final report and final cost of service model that will be used in making presentations to the SAWS Board of Directors and San Antonio City Council.

City of Midland (TX)

Raftelis was engaged by the City of Midland (City) to complete a rate study and financial planning model. The City is undergoing significant capital improvements and was facing the need for rate increases. The study considers a 5-year time period and looks at the City's water and wastewater rates. Rate recommendations will be made to the Council in the March 2020 timeframe.

City of Denton (TX)

Raftelis was engaged by the City of Denton (City) to complete a cost-of-service study that will consider retail and wholesale rates. The study will include cost of service allocations to the City's customer classes. As part of the study, Raftelis will be completing a pricing objectives workshop that will allow the City to identify the goals of the Public Utility Board and City Council. Rate recommendation will be made to the Council in the June 2020 timeframe.



Specialties

- Financial planning modeling
- Utility cost-of-service & rate studies
- Acquisition analysis
- Conservation pricing
- Cost analysis & cost allocation
- System development/impact fee studies
- Affordability analysis
- Rate case experience

Professional History

- Raftelis: Senior Manager (2020-present); Manager (2018-2019); Senior Consultant (2016-2017)
- HDR Engineering, Inc.: Rates & Finance Lead (2013-2016)
- Lower Colorado River Authority: Senior Financial Analyst & Rates Supervisor (2001-2013)
- Texas Water Development Board: Senior Financial Analyst (1992-2001)

Education

- Bachelor of Arts in Government - The University of Texas, Austin (1991)

Professional Memberships

- AWWA
- Government Finance Officers Association of Texas

City of Arlington (TX)

Raftelis was engaged by the City of Arlington (City) to complete a cost-of-service study that will consider water and wastewater rates. The study will include cost of service allocations to the City's customer classes. With the diversity of the City's commercial class, Raftelis will consider the usage patterns of the classes and make recommendations for the class. Rate recommendation will be made to the Council in the June 2020 timeframe.

City of Richmond (TX)

As a subconsultant to KIT Professionals, Inc., Raftelis completed a water and wastewater rate study and impact fee study for the City of Richmond (City) as part of a master plan update. The water/wastewater rate study considered rates for the City's retail and wholesale system, which included a Groundwater Reduction Program (GRP). The City provides water service through a groundwater system as well as a surface water treatment plant that is part of the GRP. As part of the study, Raftelis developed a financial planning model that allowed the City to consider various timelines for the capital projects identified in the master plan. The timing variation considered the impact to rates. Finally, Raftelis completed an impact fee update for the City. The City Commission approved both the rate recommendation and impact fee recommendation from the study.

City of Pearland (TX)

Raftelis has worked with the City of Pearland (City) for the past three years. Initially, Raftelis completed a rate study and financial planning model for the City for water and wastewater rates. Over the past several years, Raftelis has helped the City during its annual update of the model. Through this assistance, Raftelis has developed additional features to the financial planning model developed three years ago. These features provide further assistance to the City by helping them meet their needs.

City of San Angelo (TX)

Angie has completed two water and wastewater rate updates for the City of San Angelo (City). Raftelis was engaged by the Water Utilities Department in 2015 to complete a financial planning and cost-of-service study. Raftelis conducted a review of the City's financial policies and developed a comprehensive long-term financial plan to ensure sufficient funding of operations, capital improvements, and debt service costs. Annual revenue was determined that satisfied debt service ratios and bond covenant requirements. Also, a phase-in of rate revenue adjustments for both the water and water reclamation services were determined that resulted in each service operating on a self-sustaining basis. Raftelis conducted a cost-of-service study that identified the cost to the Utility for serving the distinct customer classes and worked with City staff to evaluate alternative rate structures that more accurately addressed current utility objectives. Raftelis developed a recommended rate structure and set of rates that was approved by City Council. Raftelis has updated this study and reviewed the rate plan annually through 2019.

Brownsville Public Utilities Board (TX)

At the successful conclusion of its 2013-2018 strategic plan, the Brownsville Public Utility Board (BPUB) retained Raftelis to assist with the development of an updated five-year strategic plan. BPUD is a large publicly owned electric, water, and wastewater service provider to more than 180,000 customers in south Texas. Angie is serving as the project's financial subject matter expert, as well as a co-facilitator for internal and external stakeholder engagement exercises, including employee focus groups and external stakeholder interviews. Raftelis is also tasked with developing and delivering an online strategy management system that will allow the organization to continuously measure, monitor, and report organizational progress and performance as it implements its new strategic plan.

San Jacinto River Authority (TX)

In 2013, Angie participated in the development of a financial planning model that allows for a 10-year forecast given various "what-if" assumptions with a focus on the capital program and San Jacinto River Authority's (SJRA) Groundwater Reduction Plan (GRP) program. Differentiated rates for surface water and groundwater customers of the system were calculated. This study also considered the development of financial reserve policies for the GRP. The recommended policies were based on a benchmarking study completed by Angie.

In 2018, Angie completed a raw water rate study for SJRA. This study considered rates for the Raw Water Enterprise. A financial planning model was developed that would allow SJRA to see the impact to rates for a 10-year period and allows for the consideration of various capital projects. The model also provides for the calculation of the City of Houston costs as required by contract.

In 2019, Angie completed an update for the GRP program. This included developing a new model that considers capital plans, growth, as well as considers shortfalls caused by non-paying customers. This study included completing a risk assessment for revenues and consumption and provided recommendations to mitigate revenue risk on the system.

City of Roscoe (TX)

Raftelis was engaged by the City of Roscoe (City) to complete a rate study for the water and wastewater system. As part of the study, Raftelis is considering rate design changes for its commercial water and wastewater customers. Rate recommendations will be presented to the City Council.

Porter Municipal Utility District (TX)

Raftelis was engaged by the Porter Municipal Utility District (MUD) to complete a rate study. This is the first rate study completed in some time and will consider the adoption of residential and non-residential rates. Rate recommendations will be presented to the MUD Board.

Town of Addison (TX)

In 2016, Angie is worked with the Town of Addison (Town) to develop a financial planning model and rate study. With the need for future capital investment, the Town needed a tool to determine what rate increases may be required in the next 10 years. As part of the study, Raftelis reviewed the Town's current financial policies and made recommendations for rate changes. Raftelis has assisted in Town in the past two years to revise the model to help the Town more closely estimate certain costs and future demands as more information becomes available.

City of Pharr (TX)

While with a previous employer, Angie was engaged by Javier Garcia to complete a water and wastewater rate study for the City of Pharr (Pharr). The City had not completed a rate study in several years and had some capital improvements that would be required in coming years. Angie worked with Javier to develop a financial plan that considered the revenue requirements of the City as well as the upcoming capital improvements. Angie coordinated with the City's financial advisor and finance director to ensure that all coverage requirements were being met as new bonds would be required to fund capital improvements.

Angie provided the results to City management for use in determining which rate increases to present to Council. Currently, Angie is managing a water and wastewater rate study update.

In 2019, Angie once again completed a rate and cost-of-service study for the City. Due to a significant capital program, the City was facing the need for rate increases. Raftelis developed a financial planning model that will allow the City to forecast capital expenditures and see what the future impact to rates will be. Angie presented a rate recommendation to the City Council in July 2019.

City of Three Rivers (TX)

Angie participated as a Rate Expert for the City of Three Rivers (City) in a rate appeal against the City. This included reviewing the cost-of-service study originally prepared by the City's consultant, attending hearings at the State Office of Administrative Hearings, and coordination with staff at the Public Utility Commission. Angie also participated in the successful negotiation of a settlement with the appellants. Most recently, Angie developed a rate study and financial planning model for the City's water and wastewater utility. This included coordination with City staff, Council, and other consultants.

City of Abilene (TX)

Angie has worked with the City of Abilene (City) since joining Raftelis. The first study was to develop a raw water rate for a potential new customer of the City. The second study, which is ongoing, is a water and wastewater financial planning model and cost-of-service study. The study, which is the first for the City in many years, will provide the City information for setting rates in the future as capital investment becomes necessary.

City of Copperas Cove (TX)

Angie worked with the City of Copperas Cove (City) to develop a financial planning model and cost-of-service study. The City will be able to utilize the financial planning model for planning in the future. The cost-of-service study provided the city with rate alternatives for their various customer classes.

City of Manor (TX)

Angie worked with the City of Manor (City) to develop a financial planning model and cost-of-service study. The City has grown significantly in recent years and will begin requiring capital improvements. This study will provide the City with the information it will need to fund future capital investment.

City of Wichita Falls (TX)

For the past four years, Angie has worked with the City of Wichita Falls (City) to complete its wholesale rate study. The study is completed on an annual basis and follows a prescribed process developed through negotiations with the wholesale customers of the City. At the completion of the study, results are presented to the wholesale customers. In 2019, a couple of the City's wholesale customers-initiated discussions about the current rate study process. Angie worked with the customers' consultants to discuss their issues. In particular, the customers were concerned with the fluctuation in rates from year to year caused by fluctuations in consumption patterns of the wholesale and retail customers. Angie and the Raftelis team successfully negotiated a solution with the customers so that the City could revise the contracts for the wholesale customers.

City of San Marcos (TX)

Over the course of five years, Angie has completed the annual update for the City of San Marcos' (City) rate study and financial planning model for the water, wastewater, and electric utility. She works closely with City staff to complete the update and participates in meetings with the City Utility Advisory Board and City Council.

City of Georgetown (TX)

Angie updated the City of Georgetown's (City) water and wastewater impact fee study in 2015 and 2018. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

City of Round Rock (TX)

Angie updated the City of Round Rock's (City) water and wastewater impact fee study in 2015. The impact fee study is completed in coordination with the City's master plan process for water and wastewater. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council. In 2019, Raftelis was retained to complete an update to the impact fee study in conjunction with the next master plan update.

Raftelis has conducted rate studies for the City since 2014. Since joining Raftelis, in 2016, Angie has been on the team for Raftelis and most recently managing the studies. In 2015, Raftelis provided an analysis that established the cost of service between retail and wholesale customers. The City has been increasing retail rates at a nominal level to achieve revenue sufficiency for water and wastewater service, but wholesale service rates had not been updated in some time. Raftelis determined cost of service and calculated wholesale rates according to the utility approach and developed a three-year phase-in of rates for 2016-2018.

Raftelis was engaged again to conduct an update to the cost-of-service study and develop a three-year rate forecast for retail and wholesale customers. Raftelis also developed alternative rate structures for the residential, commercial, and irrigation customer classes. Rate structures and rates for retail and wholesale customers were approved and adopted by City Council.

In 2019, the wholesale customers of Round Rock appealed the rates of the City. The case has been filed through the Public Utilities Commission of Texas. To date, the appeal has progressed to Discovery. Angie has been managing this process.

Also, currently, Raftelis is updating the City's rate study and providing rate calculations for two new wholesale customers of the city.

City of Granbury (TX)

Angie managed the completion of a Water and Wastewater Impact Fee study for the City of Granbury (City). The study required coordination with the City's engineer, Enprotec/Hibbs & Todd, Inc., City Staff, and the Capital Improvement Advisory Committee. The final impact fee recommendation was presented to City Council.

El Paso Water Utilities (TX)

Angie is worked with the El Paso Water Utilities (EPWU) to develop a Customer Assistance Program. Angie developed the policies adopted by the EPWU for the Customer Assistance Program, where EPWU will coordinate with a local agency to disburse funds to low-income residents.

City of Universal City (TX)

Angie developed an update of water and wastewater capital recovery fees for the City of Universal City (City). This included coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presentation of the report and findings to the City Council.

City of Corpus Christi (TX)

During her tenure at HDR, Angie completed the annual update to the City of Corpus Christi's (City) rate study and financial planning model. This included coordination with City staff and management. The study calculates rates for water (including raw water, treated water and retail rates), wastewater and gas utilities.

Liberty Utilities (TX)

In 2018, Angie participated in the Silverleaf Resorts, Inc., case against Liberty Utilities. While Angie was not the rate expert, she provided support to Bill Stannard of Raftelis in helping write testimony and do research. The issues raised by Bill included the proposed capital structure and return on equity, the proposed rate design, and the appropriateness of a phase in of the significant increase requested. The Public Utilities Commission of Texas recently ruled favorably for Silverleaf.

RELEVANT PROFESSIONAL EXPERIENCE

Lower Colorado River Authority: Senior Financial Analyst and Rates Supervisor (2001-2013)

Hill Country Region

While at Lower Colorado River Authority (LCRA), Angie participated in the acquisition of 18 water and wastewater systems in the Hill Country Region of the LCRA service area. After acquisition of the systems, Angie developed a regional rate model for 16 of the water systems. She participated in cross-functional team that considered the impacts of adopting a regional rate, including proactive discussions with Texas Commission on Environmental Quality (TCEQ) staff, who was the regulatory agency with appellate jurisdiction in Texas at the time. During her time at LCRA, Angie was responsible for the development of business plan forecasts and rates for the water and wastewater systems, including

developing operating budgets and estimating future debt service based on the system's 10-year Capital Improvement Plan. When rate increases were implemented, Angie was responsible for the customer communication plan and responsible for presentations made to the LCRA Board of Directors. The rate communication process took place over a 3-month time period where LCRA held open houses, townhalls and one-on-one meetings with the leaders of the communities.

West Travis County Regional Water and Wastewater System

While at LCRA, Angie was responsible for developing rates for the West Travis County Regional Water and Wastewater System, which served a population of over 20,000 people. In 2012, the customers of the West Travis County System appealed the rates adopted by the LCRA. Angie participated as the expert witness for rate design in the appeal of retail rates. Although Angie was only the expert witness on rate design, she testified in the State Office of Administrative Hearings for two days about various topics, including the revenue requirement and the cost-of-service study.

Liberty Hill Regional Wastewater System

While at LCRA, Angie participated on a team responsible for developing the Liberty Hill wastewater system. Her responsibilities included the financial forecast for the system, calculating the appropriate rates for the customers of the system and contract negotiations with developers. On a biannual basis, Angie reviewed and updated the rate study and provided updates to the customers of the system.

Wholesale Contract Systems

While at LCRA, Angie was responsible for developing and communicating annual budgets to the 4 wholesale customers of various LCRA water and wastewater systems. This included preparing annual reports about the system and developing operating budgets in accordance with the contractual requirements. These annual reports and budgets were presented to management of the wholesale systems and oftentimes included negotiating rates with the customers.

PROJECT LIST

- San Antonio Water System (TX) – Water and Wastewater Cost of Service and Rate Design Study
- City of Midland (TX) – Water and Wastewater Cost of Service and Rate Design Study
- City of Denton (TX) – Water and Wastewater Cost of Service and Rate Design Study
- City of Arlington (TX) – Water and Wastewater Cost of Service and Rate Study
- City of Richmond (TX) – Water and Wastewater Rate Study
- City of Pearland (TX) – Water and Wastewater Rate Study
- City of San Angelo (TX) – Water and Wastewater Rate Study
- Brownsville Public Utilities Board (TX) – Strategic Plan
- City of Roscoe (TX) – Water and Wastewater Rate Study
- Porter Municipal Utility District (TX) – Water and Wastewater Rate Study
- Town of Addison (TX) – Water and Wastewater Rate Study
- City of Pharr (TX) – Water and Wastewater Rate Study
- City of Abilene (TX) – Water and Wastewater Rate Study
- City of Copperas Cove (TX) – Water and Wastewater Rate Study
- City of Manor (TX) – Water and Wastewater Rate Study
- City of San Marcos (TX) – Water and Wastewater Rate Study
- City of Georgetown (TX) – Water and Wastewater Impact Fee Study
- City of Granbury (TX) – Water and Wastewater Impact Fee Study
- El Paso Water Utilities (TX) – Customer Assistance Program
- City of Universal City (TX) – Water and Wastewater Impact Fee Study
- City of Corpus Christi (TX) – Water and Wastewater Rate Study
- City of Missoula (MT) – Acquisition Analysis
- City of Corpus Christi (TX) – EPA Financial Capability Analysis
- City of Pueblo (CO) – EPA Financial Capability Analysis

- City of Liberty Hill (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of San Marcos (TX) – Economic Development Analysis
- City of Midland (TX) – Reclaimed Water Rate Study
- Lower Colorado River Authority, West Travis County Regional Water/Wastewater System (TX) – Impact Fee Study

PRESENTATIONS

- “Sharing Our Resources – How Abilene Priced Its Newest Service,” Texas Water 2018

DEPOSITIONS/TESTIMONY

- SOAH Docket No. 582-08-2863, TCEQ Docket No. 2008-0093-UCR, “Appeal of Retail Water and Wastewater Rates of the Lower Colorado River Authority

Justin Rasor

PROJECT MANAGER

Senior Consultant

ROLE

Justin will be responsible for ensuring that the project stays on schedule, is within budget, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverable for the project. Justin will serve as the City's main point of contact for the project.

PROFILE

Justin has assisted in conducting a variety of engagements for water, wastewater, electric, and gas utilities. He supports cost-of-service and rate design studies, financial planning, financial valuations and analyses, feasibility studies, and depreciation analyses for public and private sector utility clients. Before joining Raftelis in 2019, he served as a Senior Analyst for Austin Water's rates and charges division. In this role, Justin developed the Financial Planning and Forecasting Model for the water, wastewater, and reclaimed utilities. He also maintained the cost-of-service models and assisted in the submission to the Public Utility Commission involving a wholesale rate case. Prior to joining Austin Water, Justin worked as a consultant at NewGen Strategies and Solutions, LLC, where he conducted numerous costs of service and rate design studies, financial valuations, and provided litigation support. Before joining the firm, he began his career as a Project Engineer responsible for managing and estimating schedules and construction costs for healthcare projects. After leaving the construction industry, he managed short-term investments using equities and options.

KEY PROJECT EXPERIENCE

Austin Water (TX)

While at Austin Water, Justin developed the financial planning and forecasting model used by the executive team to monitor key performance indicators, affordability, and other assumptions for effective utility management. The model combined the water, wastewater, and reclaimed utilities and allowed for multiple what-if scenarios (using VBA and visual dashboards) providing insight into the timing and types of financing, capital improvement projects, rate increases, and defeasance. He incorporated Austin Water's strategic water resource plan (Water Forward) balancing reductions in consumption and revenue with long term sustainability of the utility. Justin continues to assist the City by update their financial planning model adding features to help the utility plan.

City of Lubbock (TX)

In 2016, the City of Lubbock (City) conducted a water and wastewater cost-of-service and rate structure study. The project included three primary objectives: a five-year financial plan and revenue requirement, a cost-of-service analysis, and rate structure evaluation and design. The City's current rate design consisted of a tiered, inclining rate structure with dynamic rate blocks based on a customer's average winter consumption. This rate design was found to be overly complicated and difficult to administer and challenging for customers to understand. Therefore, the major challenges were to identify and evaluate the appropriateness of any subsidies in customer classes based on the cost-of-service results



Specialties

- Financial Planning & Feasibility Studies
- Budgeting & Forecasting
- Cost-of-service & Rate Design
- Utility Appraisals & Valuations
- Litigation & Regulatory Support

Professional History

- Raftelis: Senior Consultant (2019-present)
- Austin Water Utility: Senior Financial Analyst (2017-2019)
- NewGen Strategies & Solutions: Consultant (2012-2017)
- Kershner Trading Group: Trader /Analyst (2010-2012)
- Edward Jones: Financial Advisor (2010-2012)
- Bulley & Andrews: Project Engineer (2008-2009)

Education

- Bachelor of Science in Industrial Technology, Minor Business Administration - Illinois State University (2008)

Professional Registrations

- WEF: Water Environment Association of Texas
- Leadership in Energy & Environmental Design, LEED AP

and smoothly transition to a preferred rate design. The City then moved to a class-level, static inclining block-rate structure to create a more consistent revenue stream, while also employing a phase-in approach to reduce rate shock.

Lubbock has three major supply sources and three water treatment plants. Therefore, all six were listed as different functional cost categories for the water utility to ensure customers were only assigned costs based on their use of these resources and to reflect specific wholesale customer contractual allocations. Discussions with City staff, water supply contracts, and customer data all helped to identify the associated revenue requirement with providing supply and treatment service.

City of Seagoville (TX)

Justin assisted the City of Seagoville (City) in a retail water and wastewater rate study and calculated wholesale transmission or “wheeling” rates for Combine Water Supply Corporation.

Facing continuing increases in the cost of wholesale water service provided by Dallas Water Utilities and wholesale wastewater treatment service provided by North Texas Municipal Water District, as well as the need to complete over \$7 million in capital water and wastewater projects, the City determined it was necessary to make a significant adjustment to the City's rates.

We developed a plan to phase-in needed rate increases over a period of five years which would allow the City to pay off debt, allowing for additional debt to be issued without an additional financial impact on the City's customers. The project team also calculated a cost-of-service-based rate for transmission service to Combine Water Supply Corporation and assisted the City in meeting with and communicating the planned rate changes to WSC representatives.

Trophy Club Municipal Utility District No. 1 (TX)

Justin assisted Trophy Club Municipal Utility District No. 1 (TCMUD) in performing a water and wastewater cost-of-service and rate design study. TCMUD needed a rate increase to help fund significant capital improvement programs (CIP) and a new waste treatment plant. In addition to updating the rates to reflect the current cost of providing service, several structural changes were recommended to align the rates with industry best practices. The study also included an analysis of an offer from the City of Westlake to purchase a portion of the TCMUD's service area known as Solana Area.

San Antonio Water System (TX)

Raftelis has been engaged by the San Antonio Water System (SAWS) to complete a cost-of-service study. Justin is serving as the lead consultant and subject matter expert for the model development and water and wastewater cost allocations. SAWS has added significant capital costs to increase and diversify its water supply protecting the City from drought and reliance on the Edwards Aquifer. Raftelis is currently working with SAWS staff and the Rate Advisory Committee (RAC) to design rate structures that align with cost-of-service principals while meeting the pricing objective of the RAC.

City of Midland (TX)

Raftelis was engaged by the City of Midland (City) to complete a rate study and financial planning model. The City has been undergoing significant capital improvements to keep up with the growth in the area. Raftelis analyzed water user characteristics to design a rate structure that would help the City recover costs without significant rate increases to the average user. The study considers a five-year time period and looked at the City's revenue requirement challenges and rate increases need to recover costs. Rate recommendations will be made to the Council in the March 2020 timeframe.

FINANCIAL VALUATIONS - WATER AND WASTEWATER

Justin has conducted fair market value appraisals as well as income approach analyses on utility assets. He conducts financial analyses to evaluate the relative capital and operational costs under various delivery options. His reviews and analyses provide an indication of value for the acquisition of a service area, help determine fair market value for a prospective acquisition, and identify any additional revenues due to a city/municipality. He has also performed service

area valuations to determine compensation for decertification of areas covered by certificates of convenience and necessity (CCN). His clients include:

- City of Heath (TX)
- Town of Lakeside (TX)
- Onondaga County Resource Recovery Agency (OCCRA) (NY)
- Trophy Club Municipal Utility District No. 1 (TX)
- City of Tyler (TX)
- Citizens Water and Wastewater of Westfield, LLC (IN)
- Windmill Farms, Temple (TX)

FEASIBILITY STUDIES - SOLID WASTE AND RECYCLING

Justin assisted the City of New Braunfels (City), TX in a recycling feasibility study to help the City better understand the operational and financial impacts of implementing such a program. Justin offered two scenarios for potential recycled paper and cardboard tonnage and preliminary customer rates and fees for providing such services, in addition to providing the City with potential losses from commercial solid waste customers switching to recycling and other barriers to consider with implementing a recycling program.

RESIDENTIAL RATE IMPACT ANALYSIS - ENERGY

Justin assisted with a customer rate elasticity analysis and impact study for Austin Energy (AE). He analyzed four years of data to determine the impact of a 2012 conservation rate pricing signal on residential energy consumption and the change in residential customer consumption since 2012 by using regression analysis.

FINANCIAL PLANNING, CAPACITY FEES, COST-OF-SERVICE, AND RATE DESIGN EXPERIENCE

Justin has performed cost-of-service and rate design studies for wholesale and retail water, reclaimed water, wastewater, and drainage utilities to assist clients in understanding the financial and operational impacts of their service offerings.

Rates developed as a result of these studies are intended to fully recover operational costs. Below is a list of those clients:

- City of Addison (TX)
- City of Aspen (CO)
- City of Athens (TX)
- City of Brenham (TX)
- Buena Vista-Bethel SUD (TX)
- Canyon Regional Water Authority (TX)
- City of Denton (TX)
- Double Diamond Utilities (TX)
- City of Garland (TX)
- City of Hutto (TX)
- City of Killeen (TX)
- Lake Cities Municipal Utility Authority (TX)
- Lake Fork Water Supply, Yantis (TX)
- City of Liberty Hill (TX)
- City of Lubbock (TX)
- Manville Water Supply Corporation (TX)
- City of Midland (TX)
- City of Paris (TX)
- Porter SUD (TX)
- City of Pueblo (CO)
- City of Pharr (TX)

- City of Roscoe (TX)
- San Antonio Water System
- City of Seagoville (TX)
- Sharyland Water Supply, Alton (TX)
- City of Terrell (TX)
- Trinity River Authority (TX)
- Trophy Club Municipal Utility District No. 1 (TX)
- City of Waco (TX)
- City of Vallecitos (CA)
- Walker SUD (TX)

LITIGATION EXPERIENCE

Justin has provided litigation and regulatory support for cost-of-service, rate design, and ratemaking issues before state and local regulatory bodies and courts. He has assisted with rate filings with the Public Utility Commission (PUC) related to the establishment of or changes to water and sewer rates, or the decertification of water and sewer CCNs. Justin's experience includes:

- Austin Water Utility, PUC Docket No 49189
- Double Diamond Utilities Company, Texas; SOAH Docket Nos. 582-08-0698; 582-09-4288, 582-09- 6112, 473-15-037
- Trophy Club Municipal Utility District No. 1; PUC Docket No. 45231; SOAH Docket No. 473-16- 1836.WS

PUBLICATIONS

- "Financing and Charges for Wastewater Systems, Chapter 8: Development and Design of a Schedule of Rates and Charges," WEF Manual of Practice No. 27, Fourth Edition, 2018

Tim Williams

STAFF CONSULTANT Consultant

ROLE

Tim will work at the direction of Justin to conduct analyses and prepare deliverables for the project.

PROFILE

Tim has a geology background paired with a quantitative financial background. His expertise includes writing and reading technical reports and associated financial models. Since joining Raftelis, he has completed many financial planning models for utilities. In association with these models, he has completed various benchmarking studies to allow cities to see how their rates compare to regional utilities. Through his model work he has worked with many different utility managers and has gained very valuable industry knowledge. He is a member of the Young Professionals group in the American Water Works Association.

KEY PROJECT EXPERIENCE

City of Arlington (TX)

Tim developed a water/wastewater cost of service and financial plan model for the City of Arlington (City). The cost-of-service model showed significant class inequities. Tim worked extensively with City staff to ensure full understanding of the results.

City of Denton (TX)

Tim developed a water/wastewater cost of service and financial plan model for the City of Denton (City). Consumption data required extensive re-working. The financial plan was built to easily accept and project impact fees to see the result on rates.

City of College Station (TX)

Tim developed a water/wastewater cost of service and financial plan model for the City of College Station (City). The City's consumption data required 3 or 4 iterations of work to attain acceptable results. Tim and the City delved deep into the database billing system to retrieve the relevant information.

City of Jersey Village (TX)

Tim developed a financial plan for the City of Jersey Village (City). The financial plan contains an extensive CIP planning tool. The CIP tool was developed, so that the City may easily move around projects to see the impact on rates.

Town of Addison (TX)

Tim developed a water/wastewater financial planning model for the Town of Addison (Town). The Town will be able to utilize the financial planning model to set water/wastewater rates. Tim attended various meetings with finance and engineering managers to understand the problems the Town was facing.

San Jacinto River Authority (TX)

Tim developed a water financial planning model for the San Jacinto River Authority (Authority). The model allows the Authority to input different scenarios and see how rates respond. The model's many functionalities allow the Authority to



Specialties

- Utility financial & rate modeling
- Cost-of-service studies
- Statistical analysis
- Business analysis

Professional History

- Raftelis: Associate Consultant (2017-present)
- DART: Intern (2017)
- University of Texas at Austin: Research Assistant (2014-2016)

Education

- Master of Science in Finance - Southern Methodist University Cox School of Business (2016-2017)
- Bachelor of Science in Geology - University of Texas at Austin (2016)

toggle many different assumptions. Along with the model, Tim extensively benchmarked financial policies amongst regional utilities/authorities.

City of Manor (TX)

Tim developed a cost-of-service and financial planning model for the City. The model allows the City to track cost of service for various customer classes.

El Paso Water Utilities (TX)

Tim assisted the El Paso Water Utilities (EPWU) in developing a water affordability plan. Tim analyzed census tract data to assist EPWU in developing a plan to assist its most at-risk citizens. Tim delivered an analysis of all census blocks throughout the county to allow the client to see how affordability decisions affects different census tracts.

Tim also conducted an update of EPWU water and wastewater impact fees. Tim used data from a variety of sources to update the model. Tim coordinated extensively with utility staff to ensure that they understood the model and its workings.

City of Granbury (TX)

Tim was the staff consultant for the City of Granbury (City) water and wastewater impact fee project. Tim compiled the data, analyzed the data, and built an impact fee model for the City. Throughout this project Tim was in constant communications with city staff. Tim traveled to Granbury multiple times to ensure the impact fee was acceptable for all concerned parties.

Central Arkansas Water (AR)

Tim was the staff consultant for the update of the Central Arkansas Water cost-of-service and financial plan model. The update consisted of consumption analysis and rate structure changes. The rate structure changes ensured that the utility is financially self-sufficient. Tim updated model functionality to ensure that utility staff may more easily make changes to the model.

City of Richmond (TX)

Tim developed a water/wastewater financial plan and water/wastewater impact fee for the City of Richmond. The financial plan ensures that the utility will be on sound financial footing going forward. The utility had never completed a financial plan before, so during this process extensive communication was conducted between utility and Raftelis staff. The impact fee was developed to update the Richmond impact fee.

Silverleaf Resorts (Various States)

Tim assisted Raftelis staff with various requests from Silverleaf resorts regarding a rate dispute. Tim completed consumption analysis for the various resorts. Tim analyzed and checked billing records to ensure the records matched what was being reported by the various resorts.

DC Water (DC)

Tim developed a miscellaneous fee financial model for DC Water. The model calculates fee costs for various miscellaneous fee classes. These fees range from fire hydrant to engineering fees. The model allows the utility to experiment with different pricing structures to see how the fees change. Tim conducted extensive communication with DC Water staff. A detailed report accompanied the financial model.

City of San Marcos (TX)

Tim assisted in the update of the City of San Marcos' water and electrical model. Tim updated the electrical consumption to ensure that the electrical demand is accurately tracked. Tim met with staff to address staff question/concerns about the model. Tim then addressed those questions.

City of Wichita Falls (TX)

Tim updated the City of Wichita Falls' wholesale water model. The wholesale customers range from cities to an air force base. The consumption and expense trends were analyzed to show what drives the wholesale rates. The results were presented to the customers along with a summary report.

City of Georgetown (TX)

Tim created the water/wastewater impact fee model for the City of Georgetown (City). The model updated the previous impact fees. The update consisted of many meetings with utility officials, engineers, and developers.

City of Pharr (TX)

Tim conducted a cost-of-service/financial plan analysis for the City of Pharr (City). Deliverables consist of a water and wastewater financial planning model and training manual. The City had not conducted an analysis of its rates in years and the study allowed the City to see the cost of water. The City uses the financial model to forecast and predict rates going out into the future.

City of Cedar Park (TX)

Tim did QA/QC on the City of Cedar Park's (City) utility model. The model is maintained by the City to forecast its utility rates. The City wanted to ensure accuracy of the model and Tim worked with staff to check the model for errors.

City of San Angelo (TX)

Tim updated the City of San Angelo rate model. The model update involved a complete revamp of consumption and expense data. Tim worked extensively with the client to ensure the model was updated to the client's needs.

San Antonio Water System (TX)

Tim assists in the modeling efforts for the San Antonio Water System (SAWS). Work consists of building a cost-of-service water and wastewater financial rate model. The model work involves extensive staff and citizen input to ensure that it best addresses SAWS' issues. The project requires many meetings with staff.

Porter (TX)

Tim led Porter's model development. The model is a water/wastewater financial planning model with a water cost-of-service component.

City of Midland (TX)

Tim led City of Midland's model development. The model is a water/wastewater cost-of-service model. Many meetings with staff were held to determine the correct allocations of various expense items. Deliverables consist of a report, training manual, and assistance in council presentations.

San Jacinto River Authority (TX)

Tim led the development of the San Jacinto River Authority (Authority) groundwater reduction plan (GRP) financial model. The model allows the Authority to track and project its rates and expenses going forward. The reserve funding portion of the model is very important to the GRP due to its current lack of reserves. This section of the model was developed very closely with GRP staff to best address its needs.

PROJECT LIST

- City of Arlington (TX)- Water and wastewater cost-of-service study
- City of Denton (TX)- Water and wastewater cost-of-service study
- City of College Station (TX)- Water and wastewater cost-of-service study
- City of Jersey Village (TX)- Water and wastewater cost-of-service study
- Town of Addison (TX) – Water and wastewater cost-of-service study

- San Jacinto River Authority Raw Water (TX) – Raw water rate study
- City of Manor (TX) – Water and wastewater cost-of-service study
- El Paso Water Utilities (TX) – Affordability program study
- City of Granbury (TX) – Impact fee study
- Central Arkansas Water (AR) – Water cost-of-service study
- City of Richmond (TX) – Water, wastewater, and groundwater reduction plan study
- Silverleaf Resorts (Various States) – Rate case
- DC Water (DC) – Miscellaneous fee study
- El Paso Water Utilities (TX) – Impact fee study update
- City of San Marcos (TX) – Water, wastewater, and electric financial plan update
- City of Wichita Falls (TX) – Wholesale rate study update
- City of Georgetown (TX) – Impact fee study update
- City of Pharr (TX) – Water and wastewater cost-of-service study
- City of Cedar Park (TX) – Financial plan QA/QC
- City of San Angelo (TX) – Water and wastewater financial plan
- San Antonio Water System (TX) – Water and wastewater cost-of-service study
- Porter (TX) – Water and wastewater cost-of-service study
- City of Midland (TX) – Water and wastewater cost-of-service study
- City of Roscoe (TX) – Water and wastewater cost-of-service study
- City of Abilene (TX) – Water and wastewater financial plan update
- City of Pearland (TX) – Water and wastewater financial plan update
- San Jacinto River Authority GRP (TX) – Groundwater reduction plan study

PROFESSIONAL SERVICES AGREEMENT BETWEEN
CITY OF LOCKHART
AND
RAFTELIS FINANCIAL CONSULTANTS, INC.

This Consulting Agreement (“Agreement”) is entered into this ___ day of _____, 2021 (hereinafter referred to as the effective date of the agreement) by and between, the City of Lockhart (the “Client”) and Raftelis Financial Consultants, Inc., 3755 South Capital of Texas Highway, Ste. 155, Austin, TX 78704 (“Raftelis”).

Witnesseth

WHEREAS, Raftelis has substantial skill and experience in public finance, management, and pricing, and service delivery, and

WHEREAS, the Client desires to hire Raftelis and Raftelis desires to provide services to the Client,

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree to the terms and conditions set forth herein.

Article 1. Statement of Work

Raftelis shall provide professional consulting services to prepare a water and wastewater Cost-of-Service and Financial Planning Study for the City of Lockhart. Raftelis will perform these services as set forth in its proposal sent to the City of Lockhart dated January 15, 2021 and included herein as Attachment A.

Article 2. Time for Completion

This agreement will commence upon approval by the Client and remain in effect for a period of one year. Further renewals of this Agreement are at the option of the Parties and shall be in writing.

Article 3. Compensation

Client shall pay to Raftelis the sum not to exceed \$36,383, which includes professional fees and direct expenses incurred in performing the scope of services, as well as an hourly technology expense reimbursement, outlined in Attachment B. The parties understand that this sum is based upon the scope of work contained herein at Raftelis’ current standard hourly rate schedule included in Attachment B. Any expansion of the scope of work by the Client shall involve the discussion of additional fees by both parties.

Raftelis shall submit invoices to the Client on a monthly basis for services rendered to the date thereof. Such invoices shall be supported by appropriate documentation; at a minimum, the task performed, the individuals working on such task, the level of each such individual, and expenses incurred. Each invoice will contain all hours and expenses from the Raftelis for the month. Upon

receipt of monthly invoice, the Client will remit payment of same amount to the Raftelis within 30 days.

Article 4. Additional Services

At the Client's request, Raftelis may submit proposals for additional professional services. Each proposal submitted shall detail: (1) scope of work for the additional services, (2) period of services to be performed, and (3) method and amount of compensation. The Client shall provide written acceptance and authorization to Raftelis prior to the commencement of work on any proposed additional services. Each proposal for additional services accepted and approved by the Client shall become part of this Agreement and shall be governed by the terms and conditions contained herein.

Article 5. Place of Performance

Raftelis shall be responsible for maintaining its own office facilities and will not be provided with either office facilities or support by the Client.

Article 6. Indemnification

Raftelis hereby agrees to indemnify the Client and to hold the Client harmless against any and all claims, action, or demands against the Client and against any and all damages for injury to or death of any person and for loss of or damage to any and all property arising out of the negligent acts, errors, or omissions of Raftelis under this Agreement. Raftelis shall not be held responsible for any claims caused by the negligence of the Client.

Article 7. Insurance

Raftelis shall maintain the types and levels of insurance during the life of this Agreement as specified below. The Client will be named as additional insured on Raftelis' Certificates of Insurance and Raftelis will provide the Client with these Certificates of Insurance.

Commercial general liability insurance - \$1,000,000 for each occurrence and \$2,000,000 in the aggregate

Comprehensive automobile liability insurance - \$1,000,000 combined single limit each occurrence-hired and non-owned only

Workers Compensation insurance -- Statutory limits

Professional liability insurance - \$5,000,000 occurrence and \$5,000,000 in the aggregate

Excess or Umbrella Liability - \$5,000,000 occurrence and \$5,000,000 in the aggregate

Article 8. Confidential Information

Raftelis acknowledges and agrees that in the course of the performance of the services pursuant to this Agreement, Raftelis may be given access to, or come into possession of, confidential information from the Client, of which information may contain privileged material or other confidential information. Raftelis acknowledges and agrees, except if required by judicial or administrative order, trial, or other governmental proceeding pertaining to this matter, that it will

not use, duplicate, or divulge to others any such information belonging to or disclosed to Raftelis by the Client without first obtaining written permission from the Client. All tangible embodiments of such information shall be delivered to the Client by Raftelis upon termination hereof, or upon request by the Client, whichever occurs first. The Client acknowledges Raftelis has the right to maintain its own set of work papers which may contain confidential information.

Article 9. Independent Contractor Status

It is understood and agreed that Raftelis will provide the services under this Agreement on a professional basis as an independent contractor and that during the performance of the services under this Agreement, Raftelis' employees will not be considered employees of the Client within the meaning or the applications of any federal, state, or local laws or regulations including, but not limited to, laws or regulations covering unemployment insurance, old age benefits, worker's compensation, industrial accident, labor, or taxes of any kind. Raftelis' employees shall not be entitled to benefits that may be afforded from time to time to Client employees, including without limitation, vacation, holidays, sick leave, worker's compensation, and unemployment insurance. Further, the Client shall not be responsible for withholding or paying any taxes or social security on behalf of Raftelis' employees. Raftelis shall be fully responsible for any such withholding or paying of taxes or social security.

Article 10. Reliance on Data

In performance of the services, it is understood that the Client and/or others may supply Raftelis with certain information and/or data, and that Raftelis will rely on such information. It is agreed that the accuracy of such information is not within Raftelis' control and Raftelis shall not be liable for its accuracy, nor for its verification, except to the extent that such verification is expressly a part of Raftelis' scope of services.

Article 11. Opinions and Estimates

Raftelis' opinions, estimates, projections, and forecasts of current and future costs, revenues, other levels of any sort, and events shall be made on the basis of available information and Raftelis' expertise and qualifications as a professional. Raftelis does not warrant or guarantee that its opinions, estimates, projections or forecasts of current and future levels and events will not vary from the Client's estimates or forecasts or from actual outcomes. Raftelis identifies costs, allocates costs to customer classes and provides rate models. It does not establish rates, which is the legislative responsibility of the Client.

Article 12. No Consequential Damages

To the fullest extent permitted by law, neither party shall be liable to the other for any special, indirect, consequential, punitive or exemplary damages resulting from the performance or non-performance of this Agreement notwithstanding the fault, tort (including negligence), strict liability or other basis of legal liability of the party so released or whose liability is so limited and shall extend to the officers, directors, employees, licensors, agents, subcontractors, vendors and related entities of such party.

Article 13. Termination of Work

This Agreement may be terminated as follows:

1. **By Client** (a) for its convenience on 30 days' notice to Raftelis, or (b) for cause, if Raftelis materially breaches this Agreement through no fault of Client and Raftelis neither cures such material breach nor makes reasonable progress toward cure within 15 days after Client has given written notice of the alleged breach to Raftelis.
2. **By Raftelis** (a) for cause, if Client materially breaches this Agreement through no fault of Raftelis and Client neither cures such material breach nor makes reasonable progress toward cure within 15 days after Raftelis has given written notice of the alleged breach to Client, or (b) upon five days' notice if Work under this Agreement has been suspended by either Client or Raftelis in the aggregate for more than 30 days.
3. **Payment upon Termination.** In the event of termination, Raftelis shall be compensated for all work performed prior to the effective date of termination.

Article 14. Notices

All notices required or permitted under this Agreement shall be in writing and shall be deemed deliverable when delivered in person or deposited in the United States mail, postage prepaid, addressed as follows:

If for the City of Lockhart:

Pam M. Larison

Name

Director of Finance

Title

308 W. San Antonio St.

Address

Lockhart, TX 78644

If for Raftelis:

Angie Flores

Raftelis Financial Consultants, Inc.

3755 South Capital of Texas Highway

Suite 155

Austin, TX 78704

Article 15. Compliance with Applicable Laws

Raftelis agrees not to discriminate in its employment practices and will render services under this Agreement without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities.

Any act of discrimination committed by Raftelis, or failure to comply with these statutory obligations when applicable, shall be grounds for termination of this Agreement.

Article 16. General Provisions

- A. Entire Agreement: This Agreement represents the entire and sole agreement between the Parties with respect to the subject matter hereof.
- B. Waiver: The failure of either Party to require performance by the other of any provision hereof shall in no way affect the right to require performance at any time thereafter, nor shall the waiver of a breach of any provision hereof be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself. All remedies afforded in this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy available at law or in equity.
- C. Relationship: Nothing herein contained shall be construed to imply a joint venture, partnership, or principal-agent relationship between Raftelis and the Client; and neither Party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever, except as otherwise agreed to in writing.
- D. Assignment and Delegation: Neither Party shall assign or delegate this Agreement or any rights, duties, or obligations hereunder without the express written consent of the other. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon the successors, legal representatives, and assignees of the Parties hereto.
- E. Severability: If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable. In any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in force and effect, and be construed and enforced, as if such provision had not been included, or had been modified as above provided, as the case may be.
- F. Governing Law: This Agreement shall be governed by, and construed in accordance with, the laws of the State of North Carolina.

- G. Paragraph Headings: The paragraph headings set forth in this Agreement are for the convenience of the Parties, and in no way define, limit, or describe the scope or intent of this Agreement and are to be given no legal effect.
- H. Third Party Rights Nothing in this Agreement shall be construed to create or confer any rights or interest to any third party or third-party beneficiary. It is the intent of the parties that no other outside, non-party claimant shall have any legal right to enforce the terms of this Agreement.

Article 17. Disclosures

As a registered Municipal Advisor under the Dodd-Frank Act, Raftelis is required to inform our clients of any existing or potential conflicts of interest that may be relevant to any proposed scope of services that may include providing “advice” as that term is defined in the Dodd-Frank Act. As of the date of this engagement letter, no conflicts of interest are known to exist.

Under the Dodd-Frank Act the definition of “advice” includes providing any opinion, information or assumptions related to the size, timing and terms of possible future debt issues or borrowing. This type of information may be integrated into the capital and financial planning components of the rate and financial planning model. This definition is applicable regardless of whether this information is developed and used solely for planning and decision-making purposes. For the services addressed in the scope of work identified for this engagement, any information that is developed by Raftelis that falls under this definition of municipal advice is not intended to represent a recommendation that the City of Lockhart should issue debt based on the terms and assumptions used to develop the financial plan or forecast, or that the City of Lockhart will, in fact, be able to issue debt under the exact terms and conditions assumed and used to develop the financial plan or forecast. The information developed as part of this Water and Wastewater Cost-of-Service and Financial Planning Study, including any related municipal advice, is intended only to provide information useful in evaluating the potential impact on the utility and future rate adjustments of one potential course of action for the City of Lockhart. If the City of Lockhart decides at some future date to issue debt, then at that time the City of Lockhart will need to engage an independent, registered Financial Advisor to assist in evaluating the availability of different types of debt, and the specific terms and conditions for issuing debt, which will be affected by market conditions and the City of Lockhart’s credit rating at the time of issuance. At that time, as a registered Municipal Advisor, Raftelis can also provide additional assistance related to a specific bond or debt issue, such as preparing a bond feasibility report or financial forecast for inclusion in bond documents, without requiring additional oversight or supervision by the Financial Advisor.

The Municipal Securities Rulemaking Board (MSRB) provides significant protections for municipal entities and obligated persons that are clients of a municipal advisor. To understand the protections provided and how to file a complaint with an appropriate regulatory authority, visit the MSRB web site at www.msrb.org

Raftelis does not have any legal events or disciplinary history on Raftelis’ Form MA and Form MA-I, which includes information about any criminal actions, regulatory actions, investigations, terminations, judgements, liens, civil judicial actions, customer complaints, arbitrations, and civil litigation. Raftelis’ most recent form MA and each most recent Form MA-I filed with the SEC may be assessed electronically at the following website:

www.sec.gov/edgar/searchedgar/companysearch.html

There have been no material changes to a legal or disciplinary event disclosure on any Form MA or Form MA-I filed with the SEC. If any material legal or regulatory actions is brought against Raftelis, Raftelis will provide complete disclosure to the City of Lockhart in detail.

By signing this contract indicating its approval and acceptance of the of the proposed scope of work and fees, the City of Lockhart is also explicitly acknowledging that Raftelis has provided the necessary disclosures addressing conflicts of interest and any limitations on the scope of Municipal Advisory services to be provided by Raftelis' part of this engagement.

IN WITNESS WHEREOF, the Parties have executed this Agreement by their duly authorized representatives.

By: _____
Signature

Title

Date

Witness

Raftelis Financial Consultants, Inc.

By: _____
Signature

Title

Date

Witness

This is to certify that an appropriation in the amount of this contract is available therefore and that _____ has been authorized to execute the contract and approve all requisitions and change orders.

By _____

Title

Seal

Attachment A – Statement of Work/Engagement Letter

We have developed the following proposed services based on our extensive experience in completing comprehensive water and wastewater cost-of-service and financial planning studies for other utilities in Texas and across the country. Our approach has been tailored to address the specific objectives and concerns we discussed on our call while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our projects for utilities throughout Texas and the U.S.

Task 1: Project Initiation and Management

This task will provide a solid foundation for the project. Raftelis will hold a kick-off meeting prior to starting a major task. During the kick-off meetings, all aspects of the task will be discussed, including the primary objectives of the City, final deliverables, and ongoing project management.

As part of this task, the project team will have discussions with City management and staff to obtain a thorough understanding of the financial, operational, regulatory, and political environment. Our proposed project approach entails several different, yet interrelated, work efforts that will require effective coordination between the project team and City staff. To gain this understanding, Raftelis will provide the City with a list of data that will be used to develop the financial forecast and revenue requirements for the study.

Our project management approach stresses communication, teamwork, objectivity, and accountability for meeting project objectives. This includes general administrative duties, including client correspondence, billing, project documentation, and administration of the study control plan. This will provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the client is always aware of the status of the project.

We believe that the execution of a productive kick-off meeting is the most effective way to begin a project of this nature. The goals for this meeting include:

- Providing a forum to finalize the scope of the project, work plan, and schedule with City staff.
- Discussing the City's preliminary pricing objectives
- Ensuring that we understand the overall goals of the study.
- Providing an opportunity for City staff to meet and become comfortable with the project staff from Raftelis.
- Reviewing the data needs for the project.

Accomplishing these objectives will help to ensure that the project progresses as smoothly as possible.

Prior to the kick-off meeting, we will prepare a detailed data request list that will identify the information needed to complete the various analyses. Information that is typically required to perform a comprehensive cost-of-service study includes recent Comprehensive Annual Financial Reports (CAFR), recent and current utility budgets, a description of service areas, current and historical billing data, utility plant in service records, debt service schedules, water and wastewater master plans, and a long-term capital improvement plan. Some of this information will be readily available, whereas other components may require more detailed analyses of operational data, customer billing information, and costs. We will also prepare a comparison of the City's existing

utility rates to comparable peers as a basis for discussion during the kick-off meeting to review the City's existing rates and determine if additional types of fees may be appropriate to be analyzed and considered for use by the City's utilities.

Data Collection and Review

As part of this task, we will meet with City staff to obtain a thorough understanding of the financial, operational, regulatory, master planning, and political environments. Existing rate policies and ordinances will be reviewed for consistency with current and possible future fees. Key issues, areas of concern, and pricing objectives will be reviewed and discussed. Historical information will be reviewed related to costs, customers, usage, demand patterns, capital spending, plant in service, and revenues generated to provide a better understanding of recent changes in operating characteristics and to develop appropriate trends and growth factors for creating financial forecasts. Other information reviewed will include regulatory requirements, bond covenants, contractual requirements, and capital plans for each utility. During the data collection and review, we will begin to identify assumptions used to allocate and project costs that will be integrated into our model. As these assumptions are identified, City staff will have an opportunity to review our findings to ensure that the assumptions make sense regarding each of the City's utility systems.

Task 2: Consumption and Current Revenue Analysis

Projecting future demand and developing realistic per capita consumption estimates is one of the single most difficult tasks that a utility faces each year. The reason for this is that there are several unforeseeable factors that can affect consumption. A particularly rainy or dry season, unforeseen population growth or decline, and commercial customers moving in and out of City's service area or not returning after the current pandemic can and will have a dramatic effect on consumption. However, projecting consumption is also one of the most important tasks that a utility faces. These projections directly affect user rates, which, in turn, determine how much cash a utility will collect. If a utility overestimates consumption, then rates will be too low leading to revenue under recovery, a deficit, and decreasing fund balances. Yet, if a utility underestimates consumption, then revenue over recovery occurs and this can be met with public scrutiny because of unjustly high rates.

Comprehensive operation and customer billing information will be collected to classify customers and project user demand over the planning period. We will study available historical consumption of the City's different customer types to arrive at a corresponding usage and growth rate for each type. As a result of these analyses, Raftelis will be able to develop projections of consumption for the forecast period under various scenarios, resulting in an optimistic projection, pessimistic projection, and most likely projection. Raftelis will also examine the City's current customer classifications and identify any changes that may be necessary to make them more consistent with current industry practices and standards. Raftelis will then calculate the revenues under current rates at projected consumption levels (optimistic, pessimistic, and most likely) to understand the potential revenues realizable. We will then compare these revenues to the revenue requirements forecast in the financial plan developed in Task 3 to understand the magnitude of the potential shortfall under the current rates.

Task 3: Development of Financial Plans

An important element in conducting a comprehensive rate study is to establish comprehensive short- and long-term financial plans for the City's utilities. In preparing these plans, we will analyze the City's current policies and practices for funding its operations, capital facilities plan, and debt service requirements. As appropriate, and as discussed with City staff, we will consider various financing options, or a combination of options, such as operating revenue, new debt issuances, and miscellaneous fees.

We will assist the City in achieving a suitable balance among the financing options when developing the proposed financial plans, which will accomplish the following:

- Ensure financial sufficiency to meet operating and capital costs as well as prudent reserves.
- Meet the City's service policies and objectives.
- Fairly distribute financing responsibility to appropriate users
- Result in an appropriate capital structure so that the City maintains a high rating with bond rating agencies.

Maintaining detailed financial plans will ensure that the City's utilities are operating in a revenue self-sufficient manner and meet debt covenant requirements. We will develop separate financial plans for the water and wastewater utilities to understand if any of the utilities may be subsidized by the others.

The financial plans for each utility will include a capital improvement financing component that ensures each utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

Develop Revenue Requirements

This task will include the projection of budget items, such as annual costs related to labor, power, materials, capital expenditures, plant investment, O&M expenses, transfers, reserve contributions, and debt service coverage using assumptions based on different economic factors and growth trends.

We will develop forecasts of revenue requirements over the multi-year planning period. Revenue requirements will be projected over the rate-setting period based on historical results, the current budget, capital improvement plans, master planning studies, existing debt service, other obligations, and current economic trends. We will examine the effect of variations in factors that impact the utility's revenue requirements and provide comparisons of potential revenue requirement scenarios for review with the City to identify the most appropriate revenue requirements for proposed rates. Projecting revenue adjustments over a multi-year planning horizon can illustrate future rate impacts and potential challenges to the City's financial situation. This will allow the City to adjust its expenses, transfers, and reserve balances or schedule capital projects to smooth rate impacts and maintain financial stability.

Develop Multi-year Cash Flow Analysis and Recommend Reserve Balances

We will develop a multi-year cash flow analysis to determine the revenue adjustments needed to meet projected revenue requirements for the multi-year planning period while minimizing sharp rate fluctuations. The cash flow worksheet will incorporate revenues generated from different sources, expenses needed to maintain the utility systems, any transfers in and out of the enterprise funds, as well as the coverage needed to meet current and proposed debt service requirements. The level of the transfers will be considered and compared to industry standards as well as considered based on regulatory guidelines. We will also review the reserve policies to recommend appropriate reserve balances consistent with industry standards and the City's desire to appropriately address risk associated with various factors, including emergency expenditures or revenue shortfalls.

Task 4: Cost-of-Service Analysis and Rate Calculation

Although we take care to tailor a utility's cost-of-service analysis to meet the needs of the individual utility, we always make sure to follow the basic premise of cost-of-service allocations set

forth by state and local laws, the American Water Works Association's (AWWA) *Manual M1, Principles of Water Rates, Fees, and Charges*, the Water Environment Federation's (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, and other authoritative bodies.

The first step of a cost-of-service analysis is to complete a cost functionalization to allocate costs to the various functions within the utility. For example, in the water utility, these categories may include source of supply, treatment plant, transmission, and distribution. The next step is the classification of costs based on cost-causative parameters. In water, these parameters would be average day demand, maximum day demand, maximum hour demand, meters, and customer service. Finally, the cost of serving each customer class will be determined based on each class' usage characteristics. Raftelis will discuss with the City whether this task and allocation analysis is necessary for each utility.

Rate Calculation

After the revenue requirements have been functionalized, classified, and allocated, we will use the consumption analysis performed in Task 2 and combine it with the new revenue requirements to calculate user rates reflecting the City's specific rate goals and objectives. In identifying these goals and objectives, Raftelis will evaluate the City's current rate structures and discuss how they compare to industry standards. At this point, we will discuss and evaluate the need for new customer classes, such as senior citizen or irrigation/sprinkler rates. Raftelis has worked with many customers to evaluate existing and new customer classes. This evaluation will be based on existing data and the needs of the City.

We will project these rates for the forecast period to ensure that all covenant requirements are met and to ensure that customer impacts of rate increases do not lead to rate shock. At the end of this task, we will conduct a meeting with City staff. At this meeting, Raftelis will review the entire cost-of-service and rate-setting process and present preliminary rates. Prior to the meeting, City staff will be provided with the draft rate model and preliminary rates so that they will be able to review our methodology and suggest changes. We will discuss all suggested changes and then work with the City to come up with our final rate recommendations to incorporate into the City's rate ordinances.

Comparison of Costs by Customer Class

Based on the rate structures identified in this task, we will develop a comparison of the cost of service to rate recovery under the new rates as well as existing rates. This will allow the City to understand any inequities in the existing rate structure as well as how any proposed changes to the rate structure addresses those inequities.

Task 5: Rate Model Development

At the heart of any successful cost-of-service and rate study is the computer model that is used to: develop revenue requirements; perform cost functionalization, classification, and allocation; and calculate rates. The model must be sophisticated enough to perform the complex calculations involved in a comprehensive cost-of-service and rate analysis and yet still be simple enough to allow for future updates by City staff.

The model will incorporate the rate structures and rate calculation methodologies that are identified during Task 4. During the project, City staff will be provided with working copies of rate model drafts in Microsoft Excel so that they will be able to provide input into the development of the model. Once the project is complete, the City will be provided with fully functioning copies of the model and Raftelis personnel will train members of the City staff in its use.

Task 6: Reports and Presentations

Rate Comparison

Raftelis will prepare a comparative analysis of the City's current and proposed water and wastewater rates to comparable peer utilities. This comparison will be used in the reports and presentations of the findings of the study to provide a frame of reference for stakeholders and decision makers.

Draft Report

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the results of the cost-of-service and rate study. An electronic copy of the draft report will be presented to City staff for their review and comment.

Final Report

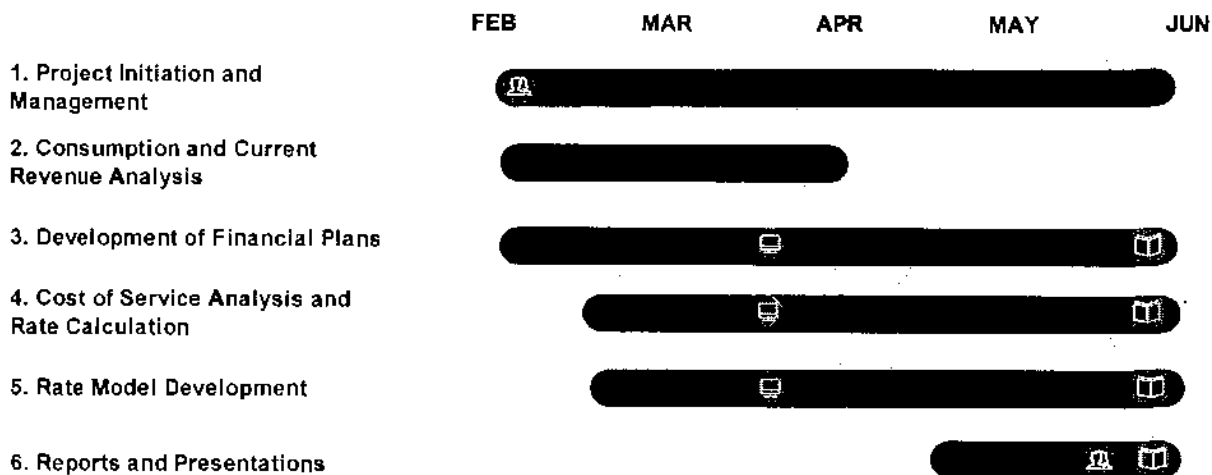
Raftelis will incorporate City staff's comments of the draft report into a final report. Upon finalization of the report, the City will be provided an electronic copy of the report. In addition to the final report, the City will also be provided with electronic copies of the final rate model in Microsoft Excel. Raftelis will also deliver a model training workshop for City staff.

Presentations

We will prepare a PowerPoint presentation summarizing the rate study process, findings, and recommendations in a clear and concise manner. We will provide a draft of this presentation to City staff for their review and comment prior to delivering the final version.

Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by the mid-February 2021 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings, as necessary. Project completion is estimated for mid-June 2021.



In-Person Meetings / Workshops

Web Meetings

Deliverables

Cost

The following table provides a breakdown of our proposed fee of **\$36,383** for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with travel and a \$10 per hour technology charge covering computers, networks, telephones, postage, etc.

Tasks	Web Meetings	Number of Meetings	Hours			Total	Total Fees & Expenses	
			AF	JR	TW			
1. Project Initiation and Management		1	8	16	8	32	\$7,571	
2. Consumption and Current Revenue Analysis				8	16	24	\$4,920	
3. Development of Financial Plans	1			8	16	24	\$4,920	
4. Cost of Service Analysis and Rate Calculation	1			8	16	24	\$4,920	
5. Rate Model Development	1			8	16	24	\$4,920	
6. Reports and Presentations	1	1	8	16	16	40	\$9,131	
Total Estimated Meetings / Hours	4	2	16	64	38	168		
Hourly Billing Rate			\$275	\$215	\$185			
Total Professional Fees			\$4,400	\$13,760	\$16,280	\$34,440		
<i>AF - Angie Flores</i> <i>JR - Justin Rasor</i> <i>TW - Tim Williams</i>							Total Fees	\$34,440
							Total Expenses	\$1,943
							Total Fees & Expenses	\$36,383

Attachment B – RAFTELIS’ 2021 Standard Hourly Billing Rates

<u>Position</u>	<u>Hourly Billing Rate **</u>
Chair	\$450
Chief Executive Officer/President	\$400
Executive Vice President	\$340
Vice President/Principal Consultant	\$310
Director of Governmental Services	\$310
Senior Manager	\$275
Director of Data Services	\$275
Director of Strategic Communications	\$275
Manager	\$245
Director of Florida Operations	\$225
Senior Consultant	\$215
Consultant	\$185
Creative Director	\$175
Associate	\$155
Graphic Designer	\$125
Analyst	\$110
Administration	\$80
PRMG – Executive Vice President	\$240
PRMG – Vice President	\$230
PRMG - Senior Manager	\$200
PRMG - Manager	\$185
PRMG - Senior Consultant	\$150
PRMG - Consultant	\$125
PRMG - Associate	\$100
PRMG - Administration	\$80
Technology/Communications Charge*	\$10

* Technology/Communications Charge – this is an hourly fee charged monthly for each hour worked on the project to recover telephone, facsimile, computer, postage/overnight delivery, conference calls, electronic/computer webinars, photocopies, etc.

** For services related to the preparation for and participation in deposition and trial/hearing, the standard billing rates listed above will be increased by an amount up to 50%.

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION: Discussion and/or action to conduct an annual review of the City of Lockhart Emergency Warning System policies which includes the Outdoor Warning Sirens (OWS) and the Regional Notification System (RNS) in partnership with the Capital Area Council of Governments (CAPCOG).

ORIGINATING DEPARTMENT AND CONTACT: Randy Jenkins; Fire Chief

ACTION REQUESTED:

ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION:

Severe weather is common in Central Texas from March through November. This includes the typical, peak severe thunderstorm and tornado months from March to June, and it includes the Atlantic hurricane season from June 1 to November 30. The purpose of this agenda item is to complete a routine annual review of the policy and make any needed amendments before the upcoming severe weather season.

The current emergency warning system includes both outdoor and indoor warning methods.

Outdoor Warning Sirens consisting of five (5) electro-mechanical rotating sirens strategically located throughout the city. The sirens are tested the 1st Monday of each month.

Indoor warnings are managed through the CAPCOG Regional Notification System (WarnCentralTexas.org) that has been implemented for citizens to receive warnings and important information on a phone (call or text), and computers (Email), to include automated weather warnings from the National Weather System.

The current warning system was adopted by Resolution No. 2019-14 on July 2, 2019. Key points of the emergency warning system are that the outdoor sirens are tested the first Monday of each month; dispatch staff conducts monthly tests in the event of a manual activation; and activation criteria for the sirens was adopted.

On August 6, 2019, City Council approved the purchase of an automated Tornado Warning siren activation software that will be automatically activated if the National Weather Service (NWS) issues a tornado warning.

Outdoor Warning Sirens were activated twice by staff in 2020 for severe weather. Caldwell County had 549 sign-ups to WarnCentralTexas.org in 2020 with 12 severe weather notifications in 2020.

Previous Council Action: Emergency Management Guidelines were adopted on July 2, 2019.

COMMITTEE/BOARD/COMMISSION ACTION: N/A


STAFF RECOMMENDATION/REQUESTED MOTION: None.

LIST OF SUPPORTING DOCUMENTS: Resolution 2019-14.

Department Head initials:

CC for RJ

City Manager's Review:



RESOLUTION NO. 2019-14

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOCKHART ADOPTING EMERGENCY MANAGEMENT STANDARD OPERATION GUIDELINES FOR THE CITY OF LOCKHART OUTDOOR WARNING SIRENS AND FOR A REGIONAL NOTIFICATION SYSTEM

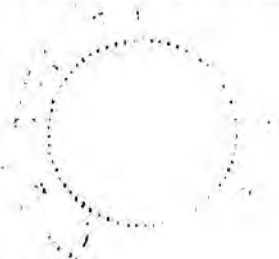
WHEREAS, the City of Lockhart maintains a "Lockhart Hazardous Weather Early Warning System" policy that specifies types of siren signals for particular hazardous weather events and identifies officers who are authorized to activate the early warning system; and

WHEREAS, it is the desire of the City Council of Lockhart to implement a comprehensive emergency warning system that addresses both the City's outdoor warning sirens and a regional notification system, providing for indoor warnings, summaries of purpose, definitions, operation procedures, chemical emergencies, and which addresses testing, operation, maintenance, and public education concerning the system;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LOCKHART, that:

1. The foregoing recitals are adopted and incorporated herein for all purposes.
2. The current "Lockhart Hazardous Weather Early Warning System" policy is hereby amended and replaced by the following:
 - (a) "Emergency Management Standard Operating Guideline" for Outdoor Warning Sirens, number 2.1, attached hereto and Exhibit "A"; and
 - (b) "Emergency Management Standard Operating Guideline" for Regional Notification System," number 2.2, attached hereto as Exhibit "B."
3. Exhibits "A" and "B" are adopted and incorporated herein for all purposes, effective as of the date of this Resolution.

APPROVED AND ADOPTED on this, the 2th day of July, 2019.



ATTEST:

Handwritten signature of Connie Constancio in cursive.

Connie Constancio, City Secretary

CITY OF LOCKHART

Handwritten signature of Lew White in cursive.

Lew White, Mayor

Approved as to form:

Handwritten signature of Monte Akers in cursive.

Monte Akers, City Attorney

EXHIBIT "A"



EMERGENCY MANAGEMENT STANDARD OPERATING GUIDELINE

TITLE: OUTDOOR WARNING SIRENS
NUMBER: 2.1
EFFECTIVE: July 2, 2019

Section 1 Purpose

1. The purpose of this procedure is to develop guidelines for the activation, testing and maintenance of the City of Lockhart "Outdoor Warning Sirens".

Section 2 Definitions

1. **Outdoor Warning Sirens (OWS):** Five electro-mechanical rotating sirens strategically located throughout the City of Lockhart to warn citizens outdoor of severe weather and chemical emergencies. See attached map for locations.
2. **Steady Tone:** Audible sound which will rise to its peak and maintain its full strength without declining for three minutes. The sound will have a natural increase and decrease due to the rotation of the siren head.
3. **Primary Activation Point:** Lockhart 9-1-1 Communication Center.
4. **National Weather Service (NWS):** Agency of the United States federal government that is tasked with providing weather forecasts, hazardous weather warnings to organizations and the public for the purposes of protection, safety, and general information.

Section 3 Siren Activation

Outdoor Warning Sirens may be activated for the following conditions in Lockhart:

1. Severe Weather (Steady Tone)

- The National Weather Service (NWS) issues a Tornado Warning.
- The National Weather Service (NWS) issues a Severe Thunderstorm Warning and indicates the potential for destructive winds of 70 mph or greater.
- Observed hail of 1.50" in diameter (ping pong ball) or greater.
- Any observed weather condition, which is judged to be hazardous to people and early warning would potentially save lives.

EMERGENCY MANAGEMENT
STANDARD OPERATING GUIDELINE
EMERGENCY MANAGEMENT-OUTDOOR WARNING SIRENS
NUMBER-2.1
JULY 2, 2019
PAGE 2 OF 4

- A. All sirens will be activated for severe weather. Tornadoes, straight line winds, hail and other weather conditions will be confirmed by the NWS, storm spotters, police and fire supervisors or EOC staff before sirens are activated.
- B. On-duty Fire or Police supervisors will notify the 9-1-1 Communication Center or EOC if activated, with severe weather conditions and are authorized to activate the sirens by the 9-1-1 Communication Center for the above-mentioned weather conditions.
- C. The 9-1-1 Communications Center must have authorization to activate the Outdoor Warning sirens for any emergency.
- D. Designated public officials who are authorized to activate the Outdoor Warning Sirens include;
 - Police Chief or supervisor in charge
 - Fire Chief or supervisor in charge
 - Emergency Management Coordinator (EMC)
 - City Manager
- E. All calls from public about severe weather will be confirmed before activation of the sirens.
- F. Information on severe weather conditions will be passed on to the National Weather Service (NWS) by telephone (800-292-5508), Twitter (@#eWXspotter) or NWS Chat so warning can be issued if necessary.
- G. Notifications of severe weather may be received from:
 - a) National Weather Service (NWS) may issue warnings of severe weather in area: via telephone, telex, NWS Chat, NOAA weather radio, Regional Notification System (RNS), or television.
 - b) Police officers, firefighters or EOC staff will notify 9-1-1 Communication Center of severe weather in the city.
 - c) Members of community

2. Chemical Emergencies (Steady Tone)

- Railroad Accidents
- Fixed Facilities
- Explosives
- Radiological Accidents

- A. All sirens will be activated for a chemical emergency. Fire Department Incident Commander, Police Supervisor or EMC will determine when necessary to activate sirens for a chemical emergency.
- B. Reports of chemical emergencies from members of the public will be confirmed before activation of Outdoor Warning Sirens.
- C. Information on type of emergency, location, and action required must be distributed to the public for chemical emergencies. Public warning methods include; Regional Notification System (RNS), Social Media, and door to door.

Section 4 Monthly Testing

- 1. Sirens will be tested monthly on the first Monday at 1 PM by the 9-1-1 Communication Center. Sirens will be manually activated by the 911 dispatcher.
- 2. All sirens will be activated using the Severe Weather "Steady Tone" for three minutes.
- 3. Information about the monthly test will be posted on social media the day of the test and information about the Outdoor Warning Sirens will be posted on city's website for review by public.
- 4. The Outdoor Warning Sirens will not be tested if the weather is threatening on the day of the test or a large event is planned for Lockhart. The 9-1-1 Communications Supervisor will make the final determination after reviewing the weather forecast, current weather conditions, and planned events.

Section 5 Operations / Maintenance

- 1. Lockhart Police Department will be responsible for the operation and maintenance of the Outdoor Warning Sirens.
- 2. Sirens will be monitored and activated from the Lockhart 9-1-1 Communication Center.
- 3. All malfunctions or alarms will be reported to the Lockhart Police Chief or his designee for investigation and repair.
- 4. An annual maintenance and repair contract will be maintained by the city.

Section 6 **Locations**

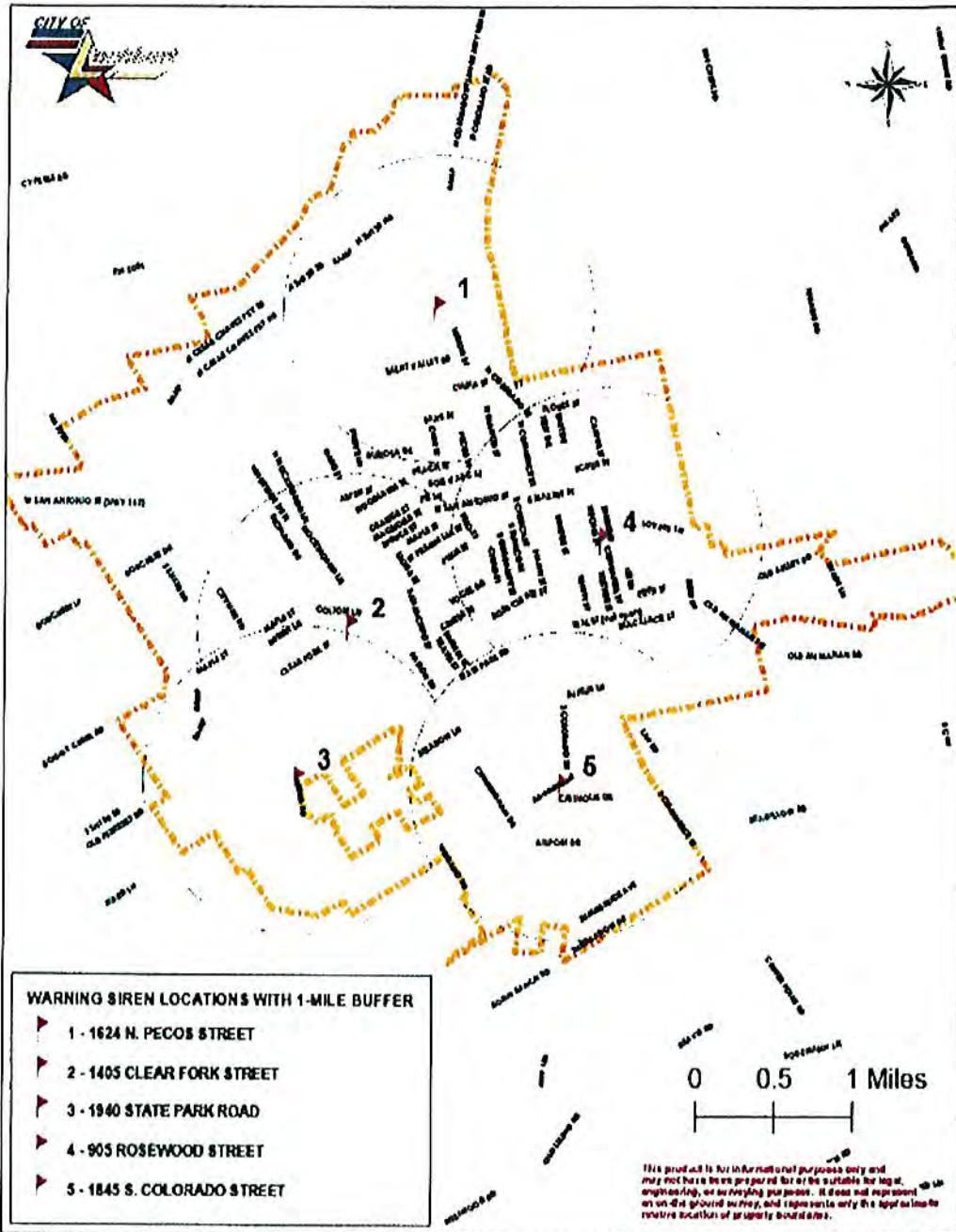


EXHIBIT "B"



EMERGENCY MANAGEMENT STANDARD OPERATING GUIDELINE

TITLE: REGIONAL NOTIFICATION SYSTEM

NUMBER: 2.2

EFFECTIVE: July 2, 2019

Section 1 Purpose

1. The purpose of this procedure is to develop guidelines for the use and maintenance of the City of Lockhart "Regional Notification System" (RNS).

Section 2 Definitions

1. **WarnCentralTexas.org** –The Capital Area Council of Governments (CAPCOG) uses a Regional Notification System (RNS) as a crucial public-safety tool. The web-based tool is available to users throughout the CAPCOG region to alert the public to emergency and non-emergency situations. It's an effective tool for notifying a relatively large number of people in a short period of time.
2. Messages may include content such as incident-specific information, recommended protective actions or response directives. They can be delivered to various devices that accept voice, Email or SMS text content and to alpha or numeric pagers.
3. The message sender identifies recipients, develops the message and determines which types of devices receive the message. Regional partners which use RNS can send voice messages to landline phones using CAPCOG's 9-1-1 database. However, residents and visitors to the CAPCOG region must register their cell phone numbers and Email addresses to receive notifications on mobile devices or computers.
4. In addition to alerts sent by local jurisdictions, residents may choose to receive automated warnings for tornados, severe thunderstorms or flash flooding, from the National Weather Service (NWS).

Section 3 Operation / Procedures

1. The following designated public safety officials are authorized to develop, approve, and/or initiate an emergency message:
 - Police Chief or supervisor in charge
 - Fire Chief or supervisor in charge
 - Emergency Management Coordinator (EMC)
 - City Manager

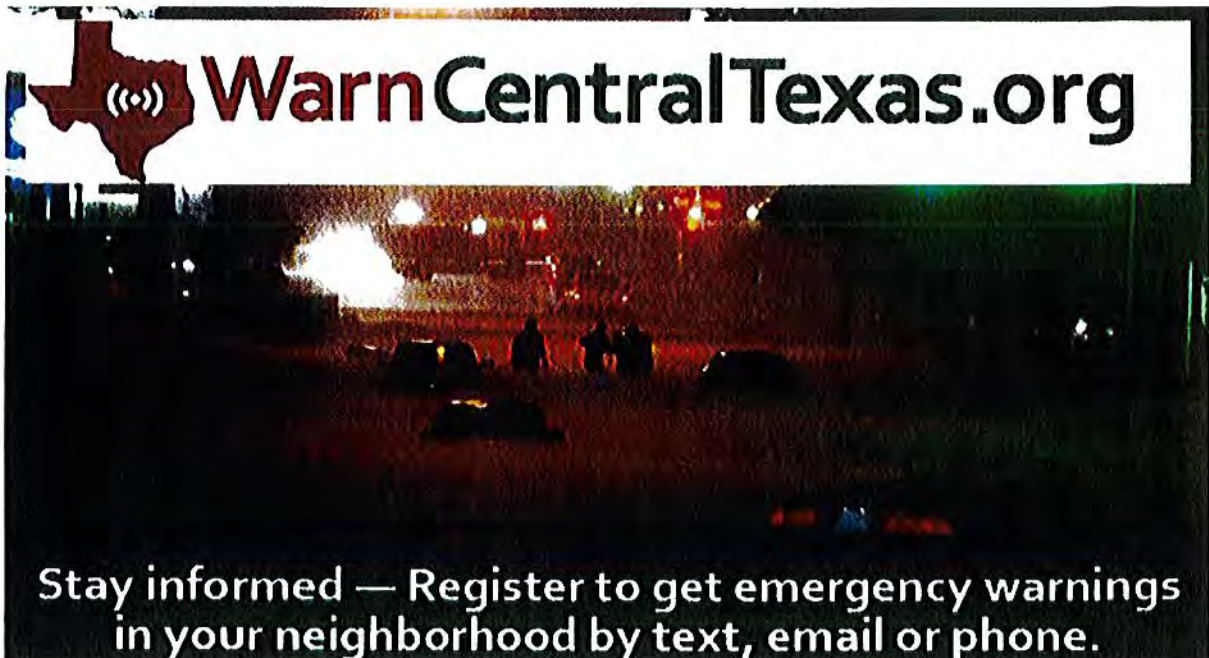
2. Each of the personnel above will have the authority to create emergency messages for the public. The message, area to send message, and time to send message will be given to 9-1-1 Communications to create the message.
3. The **Regional Notification System (RNS)** may be activated for the following types of emergency situations;
 - Boil-Water Notices
 - Missing Person / Child
 - Evacuation / Shelter-in-Place Notices
 - Natural Hazards (Wildfires, etc.)
 - Chemical Spills / Gas Leaks
 - Utility Outages
 - Major Traffic Disruptions
 - Criminal Alert
 - Other situations as approved by authorized public safety officials
 - Automated weather warnings from the National Weather Service (NWS) for Tornado, Flooding, Winter Storm, and Severe Thunderstorms
4. The pre-recorded phone message should include a description of the situation and any instructions for residents to take. Locations for additional information such as city website may be included in messages.
5. Additional notification systems may be used in connection with the RNS to distribute emergency information to the public. These systems include:
 - Outdoor Warning Sirens
 - Social Networking Sites (*Facebook, Twitter*)
 - Press Releases
 - City Cable Channel
 - City Website
6. The 9-1-1 Communications Center may also maintain city call out lists as provided by each department. Example: Management / EOC Team, Utilities call list, etc. Each department is responsible for updating the list and forwarding any changes to 9-1-1 Communications.
7. Emergency and non-emergency informational messages for staff may be delivered through the Regional Notification System (RNS).

Section 4 Testing / Maintenance

1. An RNS test message will be sent to a pre-determined number of city staff to test the system on the same date the Outdoor Warning Sirens are tested monthly. The 9-1-1 Communication Center will initiate the test message.
2. The 9-1-1 Communications Supervisor or on-duty Police supervisor will be the point of contact for the RNS system, to include operational issues, department call list, and emergency messages.

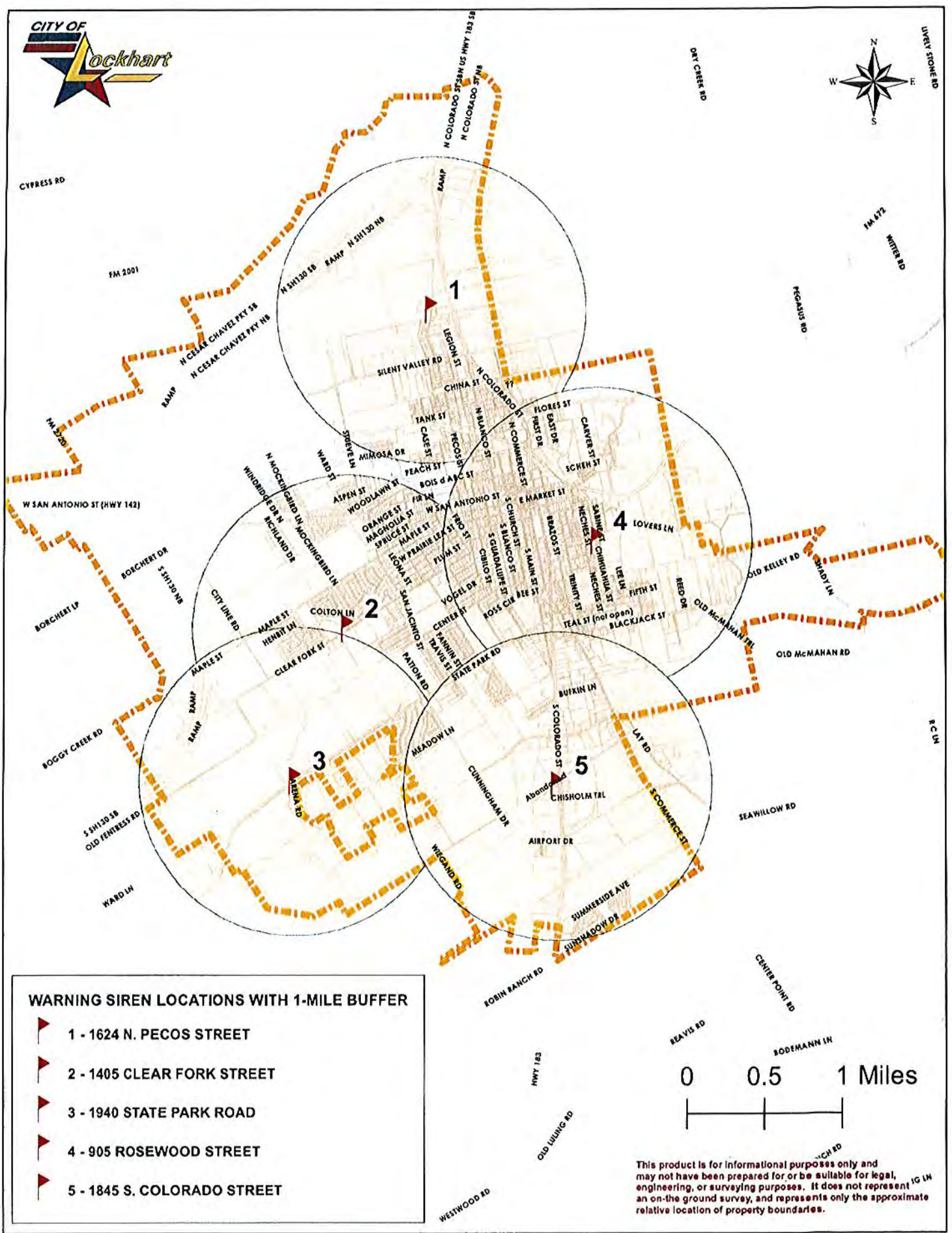
Section 5 RNS Marketing

1. The City of Lockhart will encourage citizens to enroll in the Regional Notification System (RNS) through newsletters, Social Media (Facebook, Twitter), city website, flyers at community events, and through public education in schools, etc.



WarnCentralTexas.org

**Stay informed — Register to get emergency warnings
in your neighborhood by text, email or phone.**



City of Lockhart, Tx

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION: Presentation of the 1st Quarter Financial Report for Fiscal Year 2020-2021.

ORIGINATING DEPARTMENT AND CONTACT: Finance – Pam Larison

ACTION REQUESTED:

- ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION: According to GFOA best practices, the Finance department of the City of Lockhart should present quarterly budget reports to Council.

Quarterly financial reports provide a comprehensive review of the City's primary operating funds; the General Fund, Electric Fund, Water Fund, Wastewater Fund and Solid Waste Fund with graphical representation and trend analyses. Presentations provide comparison graphs of prior year actual results and current year budget positions. Also provided is beginning and ending fund balances and cash position of each fund. The report contains additional information in the form of a Sales tax and Ad Valorem analyses.

The City's financial department will strive to continue to make improvements in its financial reporting so that information is available to City Council, City Management, and the Citizens to help in making sound financial decisions.

AMOUNT & SOURCE OF FUNDING:

Funds Required: 0
Account Number: n/a
Funds Available: n/a
Account Name: n/a

Finance Review initials



COMMITTEE/BOARD/COMMISSION ACTION:

STAFF RECOMMENDATION/REQUESTED MOTION: no action required.

LIST OF SUPPORTING DOCUMENTS: 1st Quarter Financial Report for Fiscal Year 2020-2021.

Department Head initials:



City Manager's Review:



FY 2020-2021
1st Quarter Financial Report
October 1, 2020 – December 31, 2020



FY 2020-21
1st Quarter Financial Report
October 1, 2020 – December 31, 2020

City of Lockhart Finance department has prepared the following quarterly report ending December 31, 2020 for Fiscal year 2020-21. This report is intended to provide internal and external users information regarding the City's financial position and economic activity in a timely and relevant manner.

This report presents an overview of the City's quarterly operating revenues and expenditures for FY21, as compared to the approved budgeted amounts. The City's fiscal year begins October 1, 2020 and continues until September 30, 2021. This report compares prior fiscal years to current year to date actuals to determine trends and identify areas for further review.

As of January 25, 2021, this report contains the most accurate and up to date information available at the time of publication; however, this report is not an audited financial statement and the numbers provided herein are preliminary and subject to change as the year progresses.

1. **Executive Dashboard** – contains a high-level summary of the major operating funds using graphic illustrations and key economic indicators. Narrative disclosures are also included to highlight any significant changes or fluctuations.
2. **Tax Revenue Analysis** – provides year to date analysis regarding key tax revenue sources: sales and ad valorem tax.

Pam M. Larison
Director of Finance
City of Lockhart, TX

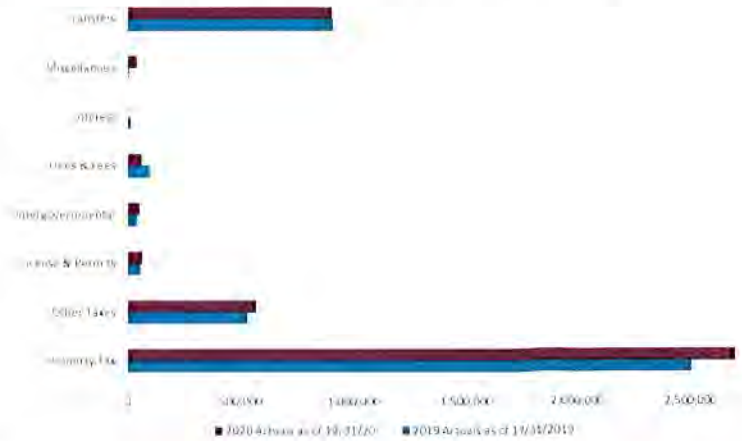
Section 1

EXECUTIVE DASHBOARD

GENERAL FUND

	FY 2020-21 BUDGET	YEAR TO DATE ACTUAL
Beginning Fund Balance as of 09/30/2020	\$6,216,788	\$6,216,788
REVENUE SUMMARY		
PROPERTY TAXES	4,663,885	2,699,377
SALES TAX	1,604,250	498,404
OTHER TAXES	330,152	68,147
LICENSES & PERMITS	197,100	63,449
INTERGOVERNMENTAL	386,522	52,643
FINES & FEES	342,422	62,829
LEASES & RENTS	2,200	0
INTEREST	63,317	2,960
MISCELLANEOUS	74,800	40,672
OP TRANSFERS & OTHER REV	3,635,241	903,321
TOTAL REVENUES	11,299,889	4,391,802
TOTAL RESOURCES	17,516,677	10,608,590
EXPENDITURE SUMMARY		
MAYOR/COUNCIL	234,567	49,379
TAX	141,671	34,248
CITY MANAGER	473,915	120,774
ECONOMIC DEVELOPMENT	48,553	0
FINANCE	296,400	99,716
INFORMATION SVCS	134,212	28,030
CIVIL SERVICE	39,232	9,261
COMMUNITY FACILITIES	16,425	2,818
COMMUNICATIONS	652,911	144,838
ANIMAL CONTROL	381,471	106,354
MUNICIPAL COURT	292,197	67,587
POLICE	3,084,255	728,753
FIRE	2,145,870	994,148
LIBRARY	547,701	136,170
PARKS & RECREATION	525,724	104,463
PLANNING & DEVELOPMENT	399,130	119,018
BUILDING INSPECTION	277,762	58,593
PUBLIC WORKS	138,981	38,923
GARAGE MAINTENANCE	306,733	65,304
CEMETERY	105,103	22,464
STREETS & ROW	1,229,143	564,145
NON-DEPARTMENTAL	282,096	151,235
TOTAL - EXPENSES	11,754,052	3,646,221
NET INCOME (LOSS)	-454,163	745,581
Ending Fund Balance	\$5,762,625	\$6,962,369

FY19 & FY20 GENERAL FUND REVENUE COMPARISON YTD



Key Trends

Revenues are the most volatile components of the City's budget because of their uncertainty. For this reason, the revenues in the General Fund are tracked on a monthly and quarterly basis.

Property tax collections are 7.8% higher than collection in 1st quarter of fiscal year 2020. License & Permits are 17.6% higher than year to date last year. And other taxes which includes sales tax revenues are 7.2% higher than 1st quarter of FY20.

A more detailed analysis of property tax valuation can be found on page 11 of this report and sales tax analysis located on page 10.

Interest revenues are lower year-to-date in comparison which was anticipated because of continued decline in interest rates nationally.

Most General Fund expenditures are within the 25% range of expenses for this quarterly report. Fire department is above due to the major purchase of the fire apparatus approved by Council as a one-time expenditure. Street department is at 46% due to unforeseen major repairs to the backhoe. Non-departmental expenses are at 54% of budgeted expenses due to annual payment to TML Insurance for Workers' Compensation, Property, and Liability

ELECTRIC FUND

	FY 20-21 BUDGET	YEAR TO DATE ACTUAL
Beginning Fund Balance as of 09/30/2020	\$4,029,221	\$4,029,221
REVENUE SUMMARY		
FINES & FEES	71,025	20,239
SERVICES & FEES	11,519,875	2,701,235
INTEREST	1,030	290
MISCELLANEOUS	3,500	18,123
OP TRANSFERS & OTHER REV	450,000	0
TOTAL REVENUES	12,045,430	2,739,887
TOTAL RESOURCES	16,074,651	6,769,108
EXPENDITURE SUMMARY		
BILLING	800,072	209,482
DISTRIBUTION	1,803,054	297,786
NON-DEPARTMENTAL	9,420,073	2,121,793
TOTAL EXPENDITURES	12,023,199	2,629,061
NET INCOME (LOSS)	22,231	110,826
ENDING FUND BALANCE	\$4,051,452	\$4,140,047

Key Trends

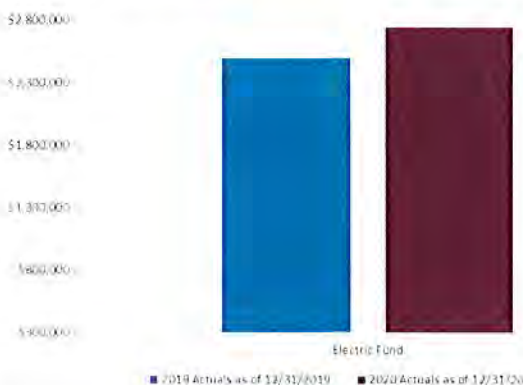
Current year to date electric revenues are 9.9% higher than 1st quarter 2020 of fiscal year 2020.

All electric fund department expenditures are below the 25% line for year-to-date budgeted expenditures.

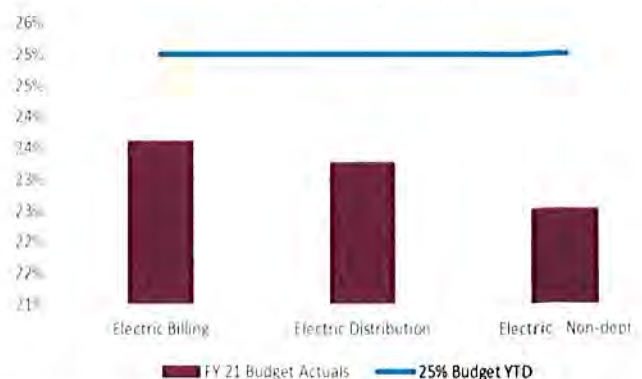
Currently the electric fund is operating revenues over expenditures.

With the reinstatement of disconnections, the City is seeing fewer outstanding balances at the end of the billing cycles. Customers with outstanding balances have been given extensions to pay their balance up to 09/30/2021.

FY20 & FY21 ELECTRIC FUND REVENUE COMPARISON YTD



Electric Fund Expenditures



WATER FUND

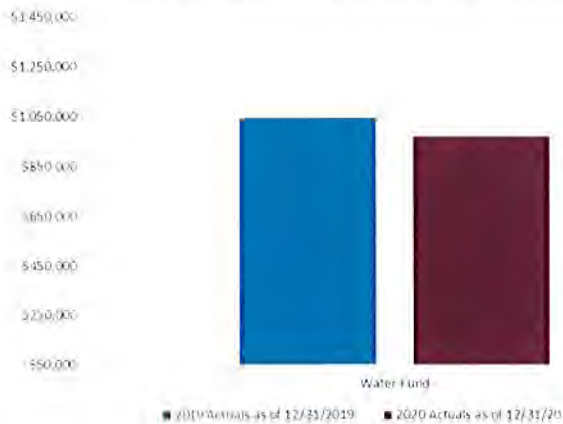
	FY 20-21 BUDGET	YEAR TO DATE ACTUAL
Beginning Fund Balance as of 09/30/2020	\$852,293	\$852,293
REVENUE SUMMARY		
SERVICES & FEES	3,453,097	936,726
INTEREST	9,493	250
MISCELLANEOUS	112,500	1,594
OP TRANSFERS & OTHER REV	333,787	33,447
TOTAL REVENUES	3,908,877	972,017
TOTAL RESOURCES	4,761,170	1,824,310
EXPENDITURE SUMMARY		
DISTRIBUTION	1,534,228	505,052
TREATMENT	923,075	230,767
NON-DEPARTMENTAL	1,313,237	177,146
TOTAL EXPENDITURES	3,770,540	912,965
NET INCOME (LOSS)	138,337	59,052
ENDING FUND BALANCE	\$990,630	\$911,345

Key Trends

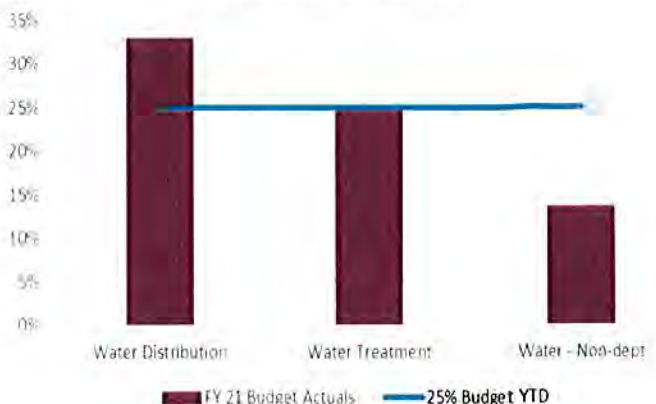
Water revenues are 6.8% less than last year's revenues in the 1st quarter. Although a wet winter can be considered the reason behind the lower water usage, the City Administration is presenting the Council with a contract to do a much-needed Cost of Service and Rate Analysis on the water and wastewater fees. Another account for reduced revenues compared to 1st quarter of FY20, is the timing of receipt of the annual GBRA refund. This year's refund was received in January 2021 for \$112,283.

Water treatment and non-departmental are under the 25% of budgeted expenditures for the 1st quarter. Water treatment expenses are above the 25% threshold due to front end payment towards the Luling Water plant annual payments.

FY20 & FY21 WATER FUND REVENUE COMPARISON YTD



Water Fund Expenditures



SOLID WASTE FUND

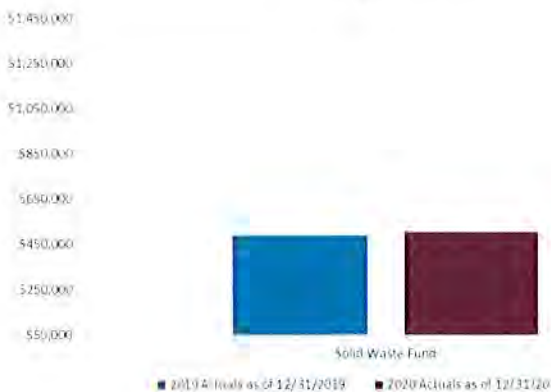
	FY 20-21 BUDGET	YEAR TO DATE ACTUAL
Beginning Fund Balance as of 09/30/2020	<u>\$1,079,607</u>	<u>\$1,079,607</u>
REVENUE SUMMARY		
SERVICES & FEES	1,852,280	502,522
INTEREST	6,020	359
MISCELLANEOUS	10,000	1,112
TOTAL REVENUES	<u>1,868,300</u>	<u>503,993</u>
TOTAL RESOURCES	<u>2,947,907</u>	<u>1,583,600</u>
EXPENDITURE SUMMARY		
HAND COLLECTION	959,156	295,578
BIN COLLECTION	531,620	94,184
RECYCLING	52,882	12,959
LAND-FILL	20,700	22,710
NON-DEPARTMENTAL	238,151	60,689
TOTAL - SOLID WASTE	<u>1,802,509</u>	<u>486,120</u>
NET INCOME (LOSS)	<u>65,791</u>	<u>17,873</u>
ENDING FUND BALANCE	<u>\$1,145,398</u>	<u>\$1,097,480</u>

Key Trends

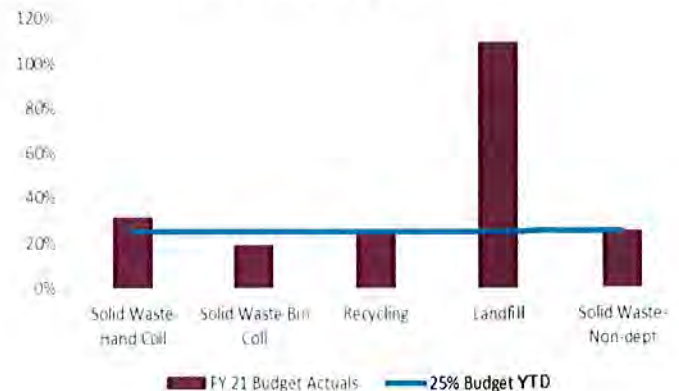
Solid Waste revenues are \$16.5k or 3.4% more than the 1st quarter of 2020.

Bin collections (commercial), recycling and non-departmental are under the 25% of the budget for FY2021. Hand collections (residential) saw an increase in expenditures due to the pandemic. Increased residential collections caused a 5% increase in the 1st quarter. The Landfill division has reached their budget capacity due to the "grind & haul" order that is administered periodically. The last "grind & haul" at the landfill was conducted in 2018. No personnel or administrative expenses are in the landfill budget.

FY20 & FY21 SOLID WASTE FUND REVENUE COMPARISON
YTD



Solid Waste Fund Expenditures



Section 2

TAX REVENUE ANALYSIS

TAX REVENUE ANALYSIS

The data included in this section provides information on key tax revenues sources.

Sales and ad valorem tax related data have been obtained from internal city departments.

Sales & Use Tax Analysis

Because sales tax is such an important and volatile revenue stream for the City it is closely monitored and analyzed. When significant changes and trends are detected they are reported to city management and City Council.

Description: A tax imposed on all retail sales, leases, and rentals of most goods, as well as taxable services. The total tax rate levied within the City is 8.25% (State, 6.25%; City, 1.0%; LEDC, 0.5%; County, 0.5%).

Analysis: As the second largest revenue source to the City's General Fund, sales and use taxes are essential to the delivery of services to the community. Sales tax revenues through the 1st quarter of FY 2021 compared to the revenues from the prior year 1st quarter shows a 10.05% increase and compared to the budget shows a 6% above budgeted revenues for the 1st quarter. The City of Lockhart has seen steady increases in sales tax over the last six years with double-digit percentage increases in 2019 and 2021 1st quarter revenues.

General Fund Sales Tax Receipts for 1st Qtr of Fiscal Year



Ad Valorem Assessment Analysis

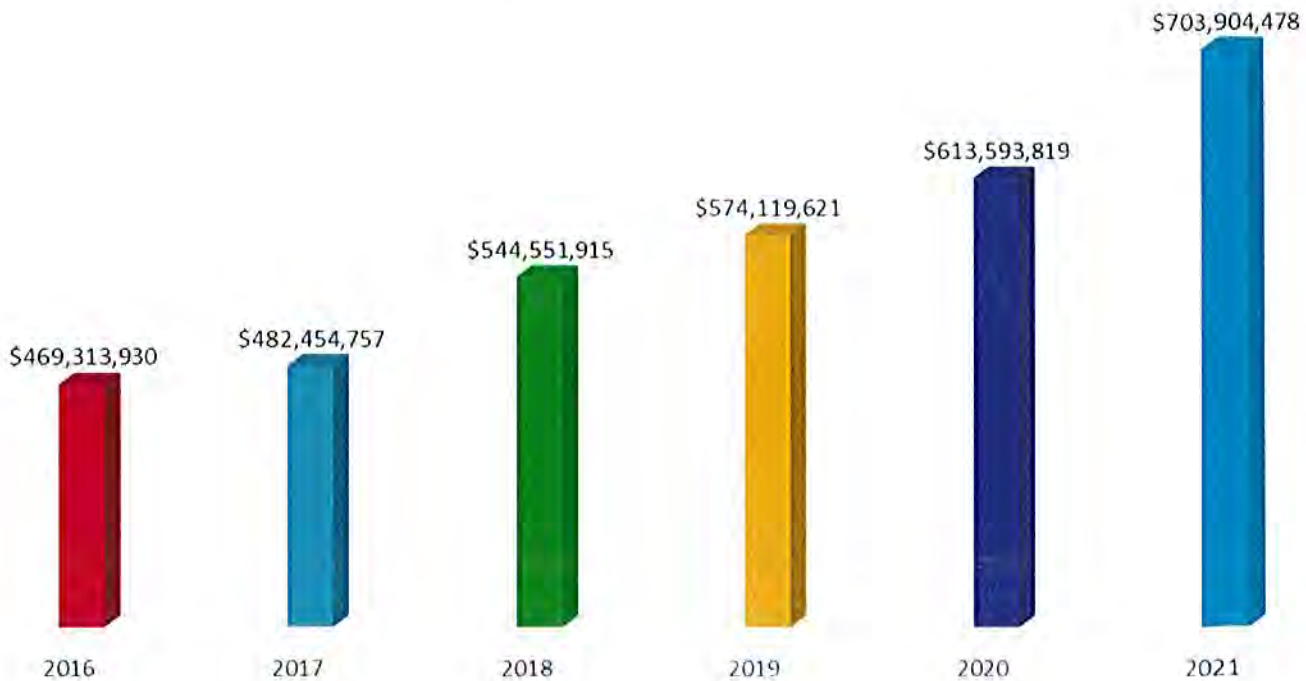
Description: An ad valorem tax is a tax based on the assessed value of an item, such as real estate or personal property. The most common ad valorem taxes are property taxes levied on real estate. The assessed value of the property is used to compute a tax annually levied on the property owner by a municipality or other government entity.

Analysis: Ad valorem property taxes are typically a major, if not the major, revenue source for both state and municipal governments, and municipal property ad valorem taxes are commonly referred to as simply "property taxes." For the City of Lockhart, ad valorem taxes make up 37% of the General Fund revenues. Ad valorem tax is the easiest revenue to calculate since it is based upon the county's assessed value of real property and the approved tax rate. The increasing assessed value of real property in the Lockhart city limits over a 5-year period is a good indicator of positive revenue sources.

The chart below reflects real property valuation over a 6-year period. The current 2020 totals are from the Caldwell County taxable value schedule for the fiscal year 2021. There is a 14.7% increase in total valuation from the 2020 fiscal year values.

An increase in valuation will usually be a determining factor in a decrease in the "effective rate".

Real Property Assessed Value



City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION:

Discussion regarding use of revenue generated of the sale of the city property at 728 S. Main Street.

ORIGINATING DEPARTMENT AND CONTACT: Steve Lewis, City Manager

ACTION REQUESTED:

ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION:

In 2017, the City Council voted to accept the donation of property from the former St. Paul United Church, 728 South Main St. In 2020, the property was sold to The Well Church for \$250,000. These funds were deposited into the General Fund and can be appropriated for governmental uses.

Mayor White has requested this item be placed on the agenda to discuss the use of this unanticipated one-time revenue.

PROJECT SCHEDULE (if applicable): N/A

AMOUNT & SOURCE OF FUNDING:

Funds Required: N/A
Account Number: N/A
Funds Available: N/A
Account Name: N/A

Finance Review initials _____

FISCAL NOTE (if applicable): N/A

Previous Council Action: None.

COMMITTEE/BOARD/COMMISSION ACTION: N/A

STAFF RECOMMENDATION/REQUESTED MOTION: None.

LIST OF SUPPORTING DOCUMENTS: None.

Department Head initials:

City Manager's Review:


City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: February 2, 2021

AGENDA ITEM CAPTION:

Discussion and/or action to consider the Mayor's declaration of local disaster regarding requiring face coverings, and addressing other matters related to COVID-19, if necessary.

ORIGINATING DEPARTMENT AND CONTACT: Mayor Lew White and Steve Lewis, City Manager

ACTION REQUESTED:

ORDINANCE RESOLUTION CHANGE ORDER AGREEMENT
 APPROVAL OF BID AWARD OF CONTRACT CONSENSUS OTHER

BACKGROUND/SUMMARY/DISCUSSION:

On September 1, 2020, the City Council adopted Resolution 2020-20 renewing and adopting a requirement that commercial establishments in the City post a notice that facial coverings are a requirement of employees and persons entering such establishments. The requirement that such notice be posted shall remain in effect until terminated or amended by the City Council.

On October 7, 2020, Governor Greg Abbott issued Executive Order GA-32 to allow certain bars and similar establishments to operate at 50% capacity with permission from the County Judge. GA-32 increased the occupancy levels for all business establishments other than bars to 75%. GA-32 also provides that outdoor gatherings in excess of 10 people is prohibited unless the Mayor of the City in which the gathering is held, approves of the gathering, and such approval can be made subject to certain conditions or restrictions not inconsistent with GA-32.

Mayor's statement on reduced business capacity in Caldwell County

At 12:01 a.m. on Wednesday, January 13, 2021 the provisions of Governor Greg Abbott's Executive Order GA-32 that suspend elective surgeries, close bars and reduce business capacity to 50 percent go into effect in Lockhart and Caldwell County.

This is occurring because under GA-32, these specific provisions take effect when a Trauma Service Area has seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total capacity exceeds 15 percent. This has been the case in Trauma Service Area O, which includes Caldwell County.

These provisions will be lifted once our Trauma Service Area's COVID-19 hospitalized patient ratio remains below 15 percent for seven days.

While we wait for the population to receive the vaccine, it is imperative that we continue to take care of ourselves and each other by socially distancing, wearing face coverings in public, and practicing good hygiene.

Covid Relief Fund update

On January 19, 2021, the Council voted to offer a six-month forbearance to businesses that received a COVID-19 Recovery Loan in 2020. Council re-opened the COVID Relief Grants to small businesses for \$5,000 per business that qualifies. Restaurants and bars that are affected by the Governor's order will earn higher points on the application process.

This item is returned to Council for consideration, if necessary.

STAFF RECOMMENDATION/REQUESTED MOTION: None.

LIST OF SUPPORTING DOCUMENTS:

Resolution 2020-20, GA-32, and Judge Haden and Mayor White's Statements about reduced business capacity in Caldwell County.

Department Head initials:

City Manager's Review:



RESOLUTION NO. 2020-20

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOCKHART, TEXAS, RENEWING AND ADOPTING A REQUIREMENT THAT COMMERCIAL ESTABLISHMENTS IN THE CITY POST A NOTICE THAT FACIAL COVERINGS ARE REQUIRED OF PERSONS ENTERING SUCH ESTABLISHMENTS

WHEREAS, by amended Declaration of State Declaration of Local State of Disaster related to the Coronavirus pandemic, effective on June 25, 2020 at 11:59 p.m., the Mayor of Lockhart required all commercial entities in the City providing goods or services directly to the public to require, at a minimum, that all employees and visitors wear facial covering of the nose and mouth while on the commercial entity's business premises or other facilities except in certain circumstances; and

WHEREAS, the amended Declaration provided an attached notice of the requirement for facial coverings and ordered that it be posted at the entrances to each commercial establishment or other conspicuous location sufficient to provide notice to employees and visitors of all health and safety requirements; and

WHEREAS, by Executive Order GA-29 issued by the Governor of Texas, effective statewide July 3, 2020, every person in Texas was required to wear a face covering over the nose and mouth when inside a commercial entity or other building or space open to the public, or when in an outdoor public space, wherever it is not feasible to maintain six feet of social distancing from another person not in the same household, except in certain enumerated circumstances listed in the order; and

WHEREAS, the City Council of Lockhart desires to renew and adopt the requirement that the notice that was attached to the amended Declaration be posted at the entrances to each commercial establishment or other conspicuous location sufficient to provide notice to employees and visitors of the requirement for facial covering and other health-related rules, which notice was not required under GA-29;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LOCKHART, that:

1. The foregoing recitals are adopted and incorporated herein for all purposes.

2. Effective immediately, a notice of the requirement for facial coverings, in the form attached, shall be posted in the City of Lockhart at the entrances to each commercial establishment or other conspicuous location sufficient to provide notice to employees and visitors of the requirement for facial coverings and other health and safety requirements.
3. The requirement that such notice be posted shall remain in effect until terminated or amended by the City Council of Lockhart.

APPROVED AND ADOPTED on this the 1st day of September 2020.

CITY OF LOCKHART



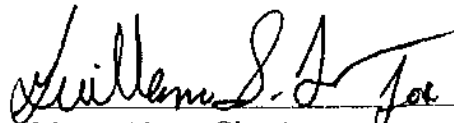
Lew White, Mayor

ATTEST:



Connie Constancio, City Secretary

Approved as to form:



Monte Akers, City Attorney

NOTICE

FACIAL COVERING REQUIRED

BY ORDER OF THE MAYOR OF LOCKHART UNDER THE TEXAS DISASTER ACT OF 1975:

All persons over the age of 10 entering, working, or visiting this establishment are required to wear covering over the nose and mouth for the purpose of slowing the spread of the COVID-19 virus and promoting the re-opening of the Lockhart economy.

Your cooperation is both critical and appreciated to protect public health and safety. We look forward to serving you with your mask.



AVISO

SE REQUIERE MASCARILLA

POR ORDEN DEL ALCALDE DE LOCKHART BAJO LA LEY DE DESASTRES DE TEXAS DE 1975:

Todas las personas mayores de 10 años que entren, trabajen o visiten este establecimiento están requeridos a cubrirse la nariz y la boca para el propósito de lentar el sparcimiento del virus de COVID-19 y promoviendo la reapertura de la economía de Lockhart.

Su cooperación es ambos críticos y apreciados para proteger la salud y la seguridad publica. Esperamos servirle con máscara.



Executive Order

BY THE
GOVERNOR OF THE STATE OF TEXAS

Executive Department
Austin, Texas
October 7, 2020

EXECUTIVE ORDER
GA 32

Relating to the continued response to the COVID-19 disaster as Texas reopens.

WHEREAS, I, Greg Abbott, Governor of Texas, issued a disaster proclamation on March 13, 2020, certifying under Section 418.014 of the Texas Government Code that the novel coronavirus (COVID-19) poses an imminent threat of disaster for all counties in the State of Texas; and

WHEREAS, in each subsequent month effective through today, I have renewed the disaster declaration for all Texas counties; and

WHEREAS, I have issued executive orders and suspensions of Texas laws in response to COVID-19, aimed at protecting the health and safety of Texans and ensuring an effective response to this disaster; and

WHEREAS, I issued Executive Order GA-08 on March 19, 2020, mandating certain social-distancing restrictions for Texans in accordance with guidelines promulgated by President Donald J. Trump and the Centers for Disease Control and Prevention (CDC); and

WHEREAS, I issued Executive Order GA-14 on March 31, 2020, expanding the social-distancing restrictions for Texans based on guidance from health experts and the President; and

WHEREAS, I subsequently issued Executive Orders GA-16, GA-18, GA-21, GA-23, and GA-26 from April through early June 2020, aiming to achieve the least restrictive means of combatting the threat to public health by continuing certain social-distancing restrictions, while implementing a safe, strategic plan to reopen Texas; and

WHEREAS, as Texas reopens in the midst of COVID-19, increased spread is to be expected, and the key to controlling the spread and keeping Texas residents safe is for all Texans to consistently follow good hygiene and social-distancing practices, especially those set forth in the minimum standard health protocols from the Texas Department of State Health Services (DSHS); and

WHEREAS, in June 2020, Texas experienced substantial increases in COVID-19 cases and hospitalizations, necessitating targeted and temporary adjustments to the reopening plan to achieve the least restrictive means for reducing the growing spread of COVID-19 and the resulting imminent threat to public health, and to avoid a need for more extreme measures; and

WHEREAS, I therefore issued Executive Orders GA-28 and GA-29 in late June and early

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SECRETARY OF STATE
3pm O'CLOCK

OCT 07 2020

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July 2020, respectively, and amended Executive Order GA-28 by proclamation on July 2, 2020; and

WHEREAS, due to improved medical treatments for COVID-19 patients, substantial increases in testing, abundant supplies of personal protective equipment, and Texans' adherence to safe practices like social distancing, hand sanitizing, and use of face coverings, the spread of COVID-19 and the number of new COVID-19 cases and hospitalizations have steadily and significantly declined since late July; and

WHEREAS, I therefore issued Executive Orders GA-30 and GA-31 on September 17, 2020, allowing additional reopening and non-essential medical surgeries and procedures in Texas, except in some areas with high hospitalizations as defined in those orders; and

WHEREAS, as Texas continues to reopen, everyone must act safely, and to that end, this executive order and prior executive orders provide that all persons should follow the health protocols from DSHS, which whenever achieved will mean compliance with the minimum standards for safely reopening, but which should not be used to fault those who act in good faith but can only substantially comply with the standards in light of scarce resources and other extenuating COVID-19 circumstances; and

WHEREAS, in the Texas Disaster Act of 1975, the legislature charged the governor with the responsibility "for meeting ... the dangers to the state and people presented by disasters" under Section 418.011 of the Texas Government Code, and expressly granted the governor broad authority to fulfill that responsibility; and

WHEREAS, under Section 418.012, the "governor may issue executive orders ... hav[ing] the force and effect of law;" and

WHEREAS, failure to comply with any executive order issued during the COVID-19 disaster is an offense punishable under Section 418.173 by a fine not to exceed \$1,000, and may be subject to regulatory enforcement;

NOW, THEREFORE, I, Greg Abbott, Governor of Texas, by virtue of the power and authority vested in me by the Constitution and laws of the State of Texas, and in accordance with guidance from the Commissioner of the Texas Department of State Health Services, Dr. John Hellerstedt, other medical advisors, the White House, and the CDC, do hereby order the following on a statewide basis effective at 12:01 a.m. on October 14, 2020:

Every business establishment in Texas shall operate at no more than 75 percent of the total listed occupancy of the establishment; provided, however, that:

1. There is no occupancy limit for the following:
 - a. any services listed by the U.S. Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA) in its Guidance on the Essential Critical Infrastructure Workforce, Version 4.0 or any subsequent version;
 - b. religious services, including those conducted in churches, congregations, and houses of worship;
 - c. local government operations, including county and municipal governmental operations relating to licensing (including marriage licenses), permitting, recordation, and document-filing services, as determined by the local government;

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- d. child-care services;
- e. youth camps, including but not limited to those defined as such under Chapter 141 of the Texas Health and Safety Code, and including all summer camps and other daytime and overnight camps for youths;
- f. recreational sports programs for youths and adults;
- g. any public or private schools, and any public or private institutions of higher education, not already covered above;
- h. drive-in concerts, movies, or similar events, under guidelines that facilitate appropriate social distancing, that generally require spectators to remain in their vehicles, and that minimize in-person contact between people who are not in the same household or vehicle; and
- i. the following establishments that operate with at least six feet of social distancing between work stations: cosmetology salons, hair salons, barber shops, nail salons/shops, and other establishments where licensed cosmetologists or barbers practice their trade; massage establishments and other facilities where licensed massage therapists or other persons licensed or otherwise authorized to practice under Chapter 455 of the Texas Occupations Code practice their trade; and other personal-care and beauty services such as tanning salons, tattoo studios, piercing studios, hair removal services, and hair loss treatment and growth services.

2. In areas with high hospitalizations as defined below, any business establishment that otherwise would have a 75 percent occupancy or operating limit may operate at up to only 50 percent. This paragraph does not apply, however, to business establishments located in a county that has filed with DSHS, and is in compliance with, the requisite attestation form promulgated by DSHS regarding minimal cases of COVID-19.

"Areas with high hospitalizations" means any Trauma Service Area that has had seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total hospital capacity exceeds 15 percent, until such time as the Trauma Service Area has seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total hospital capacity is 15 percent or less. A current list of areas with high hospitalizations will be maintained at www.dshs.texas.gov/ga3031.

3. Except as provided below by paragraph No. 5, there is no occupancy limit for outdoor areas, events, and establishments, with the exception of the following outdoor areas, events, or establishments that may operate at no more than 75 or 50 percent, as applicable, of the normal operating limits as determined by the owner:
 - a. amusement parks;
 - b. water parks;
 - c. swimming pools;
 - d. museums and libraries; and
 - e. zoos, aquariums, natural caverns, and similar facilities.
4. All indoor and outdoor professional, collegiate, and similar sporting events, including rodeos and equestrian events, shall remain limited to 50 percent of the normal operating limits as determined by the owner.
5. For any outdoor gathering in excess of 10 people, including rafting, tubing, and related services, other than those set forth above in paragraph Nos. 1, 3, or 4, the gathering is prohibited unless the mayor of the city in which the gathering is held, or the county judge in the case of a gathering in an unincorporated area, approves of the gathering, and such approval can be made subject to certain conditions or restrictions not inconsistent with this executive order.

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3:27 P.M. O'CLOCK

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6. Restaurants that have less than 51 percent of their gross receipts from the sale of alcoholic beverages, and whose customers eat or drink only while seated, may offer dine-in services.
7. Bars or similar establishments that hold a permit from the Texas Alcoholic Beverage Commission (TABC), and are not restaurants as defined above in paragraph No. 6, may offer on-premises services only as described by this paragraph. A bar or similar establishment may offer on-premises services at up to 50 percent of the total listed occupancy of the establishment *if*:
 - a. the bar or similar establishment is not in an area with high hospitalizations as defined above, and the county judge of the county in which the bar or similar establishment is located files the requisite form with TABC; or
 - b. the bar or similar establishment is in an area with high hospitalizations as defined above, but is located in a county that has filed with DSHS, and is in compliance with, the requisite attestation form promulgated by DSHS regarding minimal cases of COVID-19, and the county judge of the county in which the bar or similar establishment is located also files the requisite form with TABC.

Patrons at bars or similar establishments operating under this paragraph may eat or drink only while seated, except that in an establishment that holds a permit from TABC as a brewer, distiller/rectifier, or winery, customers may sample beverages while standing so long as they are in a group of six people or fewer and there is at least six feet of social distancing or engineering controls, such as partitions, between groups.

Where applicable, this 50 percent occupancy limit applies only indoors; the limit does not apply to outdoor areas, events, or establishments, although social distancing and other protocols must be followed.

People shall not visit bars or similar establishments that are located in counties not included in parts (a) or (b) above. A current list of all counties reopening under this paragraph will be maintained on TABC's website.

The use by bars or similar establishments of drive-thru, pickup, or delivery options for food and drinks remains allowed to the extent authorized by TABC.

8. For purposes of this executive order, facilities with retractable roofs are considered indoor facilities, whether the roof is opened or closed.
9. Staff members are not included in determining operating levels, except for manufacturing services and office workers.
10. Except as provided in this executive order or in the minimum standard health protocols recommended by DSHS, found at www.dshs.texas.gov/coronavirus, people shall not be in groups larger than 10 and shall maintain six feet of social distancing from those not in their group.
11. People over the age of 65 are strongly encouraged to stay at home as much as possible; to maintain appropriate distance from any member of the household who has been out of the residence in the previous 14 days; and, if leaving the home, to implement social distancing and to practice good hygiene, environmental cleanliness, and sanitation.
12. In providing or obtaining services, every person (including individuals, businesses, and other legal entities) should use good-faith efforts and available resources to follow the minimum standard health protocols recommended by DSHS.
13. Nothing in this executive order or the DSHS minimum standards precludes requiring a customer to follow additional hygiene measures when obtaining

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SECRETARY OF STATE
OCT 7 2020 10:00

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services.

14. People may visit nursing homes, state supported living centers, assisted living facilities, or long-term care facilities as determined through guidance from the Texas Health and Human Services Commission (HHSC). Nursing homes, state supported living centers, assisted living facilities, and long-term care facilities should follow infection control policies and practices set forth by HHSC, including minimizing the movement of staff between facilities whenever possible.
15. Public schools may operate as provided by, and under the minimum standard health protocols found in, guidance issued by the Texas Education Agency (TEA). Private schools and institutions of higher education are encouraged to establish similar standards.

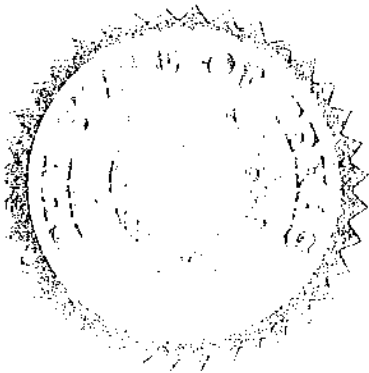
Notwithstanding anything herein to the contrary, the governor may by proclamation add to the list of establishments or venues that people shall not visit.

This executive order shall supersede any conflicting order issued by local officials in response to the COVID-19 disaster, but only to the extent that such a local order restricts services allowed by this executive order, allows gatherings prohibited by this executive order, or expands the list or scope of services as set forth in this executive order.

Pursuant to Section 418.016(a) of the Texas Government Code, I hereby suspend Sections 418.101(5)(b) and 418.108 of the Texas Government Code, Chapter 81, Subchapter E of the Texas Health and Safety Code, and any other relevant statutes, to the extent necessary to ensure that local officials do not impose restrictions in response to the COVID-19 disaster that are inconsistent with this executive order, provided that local officials may enforce this executive order as well as local restrictions that are consistent with this executive order.

All existing state executive orders relating to COVID-19 are amended to eliminate confinement in jail as an available penalty for violating the executive orders. To the extent any order issued by local officials in response to the COVID-19 disaster would allow confinement in jail as an available penalty for violating a COVID-19-related order, that order allowing confinement in jail is superseded, and I hereby suspend all relevant laws to the extent necessary to ensure that local officials do not confine people in jail for violating any executive order or local order issued in response to the COVID-19 disaster.

This executive order supersedes Executive Order GA-30, but does not supersede Executive Orders GA-10, GA-13, GA-17, GA-24, GA-25, GA-29, or GA-31. This executive order shall remain in effect and in full force unless it is modified, amended, rescinded, or superseded by the governor. This executive order may also be amended by proclamation of the governor.



Given under my hand this the 7th
day of October, 2020.

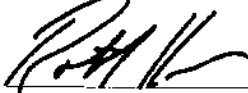
Handwritten signature of Greg Abbott in black ink.

GREG ABBOTT
Governor

FILED IN THE OFFICE OF THE
SECRETARY OF STATE
OCT 7 2020

OCT 07 2020

ATTESTED BY



RUTH R. HUGHS
Secretary of State

FILED IN THE CLERK'S OFFICE
SECRETARY OF STATE
2204 10 CLOCK
OCT 9 2020

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Community

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Lockhart Community News

Mayor's statement on reduced business capacity in Caldwell County 
01/12/2021



At 12:01 a.m. on Wednesday, January 13, the provisions of Governor Greg Abbott's Executive Order GA-32 that suspend elective surgeries, close bars and reduce business capacity to 50 percent go into effect in Lockhart and Caldwell County.

This is occurring because under GA-32, these specific provisions take effect when a Trauma Service Area has seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total capacity exceeds 15 percent. This has been the case in Trauma Service Area O, which includes Caldwell County.

These provisions will be lifted once our Trauma Service Area's COVID-19 hospitalized patient ratio remains below 15 percent for seven days.

While we wait for the population to receive the vaccine, it is imperative that we continue to take care of ourselves and each other by socially distancing, wearing face coverings in public, and practicing good hygiene. Stay safe and please, be patient. Over time, the light at the end of the tunnel will get brighter as we move closer to the pandemic's finish line.

Hoppy Haden
County Judge
512 398-1808

Angela Rawlinson
County Treasurer
512 398-1800

Barbara A. Gonzales
County Auditor
512 398-1801

Caldwell County Courthouse
110 South Main Street
Lockhart, TX 78644
Fax: 512 398-1828



B.J. Westmoreland
Commissioner Precinct 1

Barbara Shelton
Commissioner Precinct 2

Edward "Ed" Theriot
Commissioner Precinct 3

Joe Ivan Roland
Commissioner Precinct 4

01-11-2021

On October 8, 2020, Governor Greg Abbott issued Executive Order GA-32 to reopen certain venues to 75% capacity and allow resumption of elective surgeries in certain counties. Counties that reside in Trauma Service Areas (TSAs) with high COVID-19 hospitalizations are excluded from these reopenings.

Under GA-32, areas with high hospitalizations means any Trauma Service Area that has had seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total hospital capacity exceeds 15 percent, until such time as the Trauma Service Area has seven consecutive days in which the number of COVID-19 hospitalized patients as a percentage of total hospital capacity is 15 percent or less.

TSA O, which includes Caldwell County, has met or exceeded this threshold. As a result, the provisions of GA-32 suspending elective surgeries, closing bars, and reducing business capacity to 50% will go into effect in Caldwell County on Wednesday, January 13th, 2021 at 12:01 a.m.

Issued by the Office of the Caldwell County Judge on January 11, 2021 at 2 PM.

A handwritten signature in blue ink, appearing to read "Hoppy Haden", is written over a faint circular stamp.

Hoppy Haden
Caldwell County Judge

LIST OF BOARD/COMMISSION VACANCIES

Updated: February 27, 2021

Board Name	Reappointments/Vacancies	Council member
Board of Adjustment	One Alternate position	Any Councilmember

APPLICATIONS RECEIVED TO BE ON A BOARD/COMMISSION

APPLICANT	BOARD REQUESTED	DATE RECEIVED	RESIDENCE DISTRICT
Dennis McCown	LHPC	August 10, 2020	District 2
Anna Lowe	1 st pick - Planning & Zoning 2 nd pick - LHPC	August 13, 2020	Caldwell County Resident
Kristopher Krueger	LHPC Library Parks	December 21, 2020	District 3
Elizabeth Pickett	To be determined	December 21, 2020	District 3
→ Karla Tate	Parks Board	January 27, 2021	District 3

New Application - see attached

CITY OF LOCKHART

ADVISORY BOARD/COMMISSION QUESTIONNAIRE/APPLICATION

NAME: Karla Tate E-mail: Karla.Tate@lockhart.txed.net

ADDRESS: Lockhart Independent School District HOME#: 512-398-9072
500 Caribbean Drive
P. O. Box 120, Lockhart, TX 78644 WORK#: 512-398-0246

OCCUPATION: School District Administrator CELL# 512-376-8224

EDUCATION (optional): Bachelor of Arts, Master of Education

How long have you been a resident of Lockhart? 41 years

Are you a qualified voter of the City? Yes [checked] No [] VOTER REG. #: 1004018950

PROFESSIONAL AND/OR COMMUNITY ACTIVITIES:

Director of Community Education with Lockhart ISD; church choir and other activities

ADDITIONAL PERTINENT INFORMATION/REFERENCES:

I AM INTERESTED IN SERVING ON THE FOLLOWING BOARDS, COMMISSIONS, OR COMMITTEES:

(Please limit your selection to no more than three. List in order of preference: 1,2,3)

- ___ Airport Advisory Board ___ Electric Board
___ Board of Adjustments & Appeals ___ Historic Preservation Commission
___ Construction Board of Appeals ___ Library Board Advisory Bd.
___ Economic Development Revolving Loan ___ 1 Parks and Recreation Advisory Bd.
___ Economic Development Corp (1/2 Cent Sales Tax) ___ Planning & Zoning Commission

Do you serve on any other board/commission/committee at this time? If so, please list:
LISD committees, First Lockhart Baptist Church committees

Do you have any relative working for the City of Lockhart? Yes [] No [checked]

Do you receive any direct compensation or gain from the City of Lockhart? Yes [] No [checked]

Do you receive any direct compensation or gain from any other governmental body?
Yes [checked] No [] If yes, what type? Lockhart Independent School District

Karla Tate
(Signature of Applicant)

January 27, 2021
(Date)

Return application to:
City of Lockhart
City Secretary's Office
PO Box 239
Lockhart, TX 78644
cconstancio@lockhart-tx.org

If you have any questions, please contact the City Secretary's Office at 512/398-3461.

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<p>The following are NOTES regarding appointments to several boards that have certain criteria that should be met, such as qualifications or number to serve on the board. Boards that are not listed below have a seven member board and are open to any citizen without qualifications.</p>	
<p>NOTES: AIRPORT ADVISORY BOARD</p>	<p>Sec. 4-26. Membership; appointments. The Lockhart Airport Advisory Board shall be composed of seven members to be appointed in accordance with section 2-210. At least five members must currently be or have been flight rated, and two members may be appointed as at-large members. Members shall serve three-year terms, such terms coinciding with the council position making the appointment.</p> <p>Sec. 4-28. Eligibility for board membership. No person having a financial interest in any commercial carrier by air, or in any concession, right or privilege to conduct any business or render any service for compensation upon the premises of the Lockhart Municipal Airport shall be eligible for membership on the Lockhart Airport Advisory Board.</p> <p>Sec. 4-32. Limitations of authority. The Lockhart Municipal Airport Advisory Board shall not have authority to incur or create any debt in connection with airport operations; nor shall the board be empowered to enter into any contract, leases, or other legal obligations binding upon the City of Lockhart; nor shall the board have authority to hire airport personnel or direct airport personnel in the execution of their duties.</p>
<p>NOTES: CONSTRUCTION BOARD APPOINTMENTS</p>	<p><i>Section B101.4, Board Decision,</i> is amended to read as follows: The construction board of adjustments and appeals shall have the power, as further defined in Appendix B, to hear appeals of decisions and interpretations of the building official and consider variances of the technical codes; and to conduct hearings on determinations of the building official regarding unsafe or dangerous buildings, structures and/or service systems, and to issue orders in accordance with the procedures beginning with section 12-442 of this Code [of Ordinances].</p> <p><i>Section B101.2, Membership of Board,</i> is amended to read as follows: Each District Council member and the Mayor shall appoint one member to the Construction Board of Appeals making it a five (5) member board and each Councilmember at Large shall appoint an alternate. The term of office of the board members shall be three (3) years, such terms coinciding with the council position making the appointment. The two (2) alternates shall also serve the term coinciding with the council position making the appointments. Vacancies shall be filled for an unexpired term in the manner in which the original appointments are required to be made. Board members shall consist of members who are qualified by experience and/or training to pass on matters pertaining to building construction and are not employees of the City of Lockhart.</p>
<p>NOTES: ELECTRIC BOARD APPOINTMENTS</p>	<p>Sec. 12-132. Members. (a) Appointments to the examining and supervisory board of electricians and appeals shall conform to section 2-210 except that the board shall consist of five persons with one being appointed by each district council member and one by the mayor. Each member shall serve three-year terms with such terms to coincide with the council position making the appointment. (b) Each board member shall reside within the county and such board shall include one member who shall be a building contractor; one layman; two members shall be master electricians who are currently licensed by the city; and one member shall be either a building contractor or master electrician licensed by the city. There shall be two ex-officio members, one who shall be the city electrical inspector, and one shall be the fire marshal.</p> <p>Sec. 12-133. Officers and quorum. The members of the examining and supervising board of electricians and appeals shall select a chairman and secretary. A quorum shall consist of three members.</p>
<p>NOTES: HISTORIC PRESERVATION COMMISSION</p>	<p>Sec. 28-3. Historical preservation commission. (b) The commission shall consist of seven members, appointed by the city council in accordance with section 2-210, who shall whenever possible meet one or more of the following qualities: (1) A registered architect, planner or representative of a design profession, (2) A registered professional engineer in the State of Texas, (3) A member of a nonprofit historical organization of Caldwell County, (4) A local licensed real estate broker or member of the financial community, (5) An owner of an historic landmark residential building, (6) An owner or tenant of a business property that is an historic landmark or in an historic district, (7) A member of the Caldwell County Historical Commission.</p>
<p>NOTES: PARKS ADVISORY BOARD</p>	<p>Sec. 40-133. Members. (a) The board shall consist of seven members appointed in accordance with section 2-210 to serve three years terms, such terms to coincide with the council position making the appointment and two alternates shall also be appointed by the mayor and mayor pro-tem, one each. The two alternates shall also serve the term coinciding with the council position making the appointments. Vacancies shall be filled for an unexpired term in the manner in which the original appointments are required to be made. (Ordinance 06-08, adopted February 7, 2006)</p>

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<p>NOTES: Lockhart Economic Dev Corp</p>	<p>LEDC Bylaws – Article II. Board of Directors Section 1. Powers, Number and Term of Office a. The property and affairs of the Corporation shall be managed and controlled by a Board of Directors (The "Board") under the guidance and direction of the Lockhart City Council and, subject to the restrictions imposed by law, by the Articles of Incorporation, and by these Bylaws the Board shall exercise all of the powers of the Corporation. b. The Board shall consist of seven directors, each of whom shall be appointed by the City Council of the City. Each director shall occupy a place (individually the "Place" and collectively, the "Places") as designated herein. Places 1-4 are designated for Councilmember Directors from Councilmember Districts 1 through 4 respectively. In the event that a particular Councilmember from said District is unable or unwilling to serve in the capacity as a Director, that Councilmember shall have the right to nominate a non-councilmember for approval and appointment. Places 5-7 are designated for Citizen Member Directors. c. The directors constituting the first Board shall be those directors named in the Articles of Incorporation. Successor directors shall have the qualifications, shall be of the classes of directors, and shall be appointed to the terms set forth in the Articles of Incorporation. d. Any director may be removed from office by the City Council at will.</p>
<p>NOTES: ORDINANCE RE: ALL BOARD, COMMISSION APPOINTMENTS</p>	<p>Sec. 2-209. - Rules for appointment. The city council hereby sets the following rules: (1) Except as may be established by existing city ordinances/resolutions the process for selecting members shall be open to all Lockhart citizens, who must apply for appointment, to include those applying for reappointment. Reappointment shall not be deemed automatic. (2) Council shall seek to appoint the most qualified or best persons available, while also respecting the need for diverse community opinions. (3) No member of any appointed body shall serve on more than one quasi-judicial or advisory board or commission. (4) No appointed body shall deviate from its charge, deliberate items not on its agendas, or speak for the council or City of Lockhart without council authorization. (5) Subject to other qualifications as specifically required for membership on the below boards and commissions, the city council shall have the right (but not the duty) to appoint up to two members who are not Lockhart citizens but who are residents of Caldwell County to the Lockhart Airport Advisory Board, the Eugene Clark Library Board, and the construction board of appeals. Section 2-210. Method of selection; number of members; terms. (a) The mayor and city councilmembers shall nominate individuals to serve on boards and commissions. Each nomination shall then be confirmed by a simple majority of the entire city council. (b) Except as provided herein, there shall be seven members appointed to each board or commission corresponding with the seven members or places of the city council. Each city councilmember, except as provided herein, shall nominate a qualified person to serve in a place on an appointed body corresponding to their place on the council. At-large councilmembers shall be designated as places 5 and 6, and the mayor's position as place 7, for the purpose of this section. Nominations shall be made to fill vacant positions and/or positions whose terms have expired within 90 days of the event, such as a resignation or an election. Should any city councilmember fail to name an appointee to one of his/her corresponding places on any body within the above described 90 days, another councilmember shall then have the privilege to nominate a person to fill that same position, as described in subsection (a). However, once that position becomes vacant again for any reason, the appointment shall revert to the place corresponding with the original city council seat/place number for nominations. (c) Beginning with the election in May, 1998, the council shall nominate and confirm four members to serve in places 1, 2, 5, 6 on each board and commission in accordance with subsections (a) and (b) above, and with the standards set in Ordinance Number 97-09, Governance Policies. With the election of May, 1999, the remaining three places shall be filled following the same procedure as above. (d) Terms of service on appointed bodies shall be the same three-year terms as the councilmember who nominates a person to serve. However, a person may be appointed to complete the unexpired term of a vacant position, due to a resignation, for example. (e) When a person has completed a term, or terms, of service and will be vacating a place, that person may continue to serve until a replacement is nominated and confirmed by the city council. (f) At the discretion of the majority of the city council, one Caldwell County resident who is also an owner of real property within any local historic district may be appointed as a full member to the historical preservation commission. (g) Exceptions to the above regulations shall be all volunteer/special purpose/ad hoc committees appointed from time to time by the city council and the zoning board of adjustments, whose members shall serve two-year terms in accordance with V.T.C.A., Local Government Code § 211.008. All other provisions of this section, and ordinance number 97-09 which do not conflict with the chapters establishing these bodies shall be applicable. Sec. 2-212. Removal and resignation of members. (a) All board, commission and committee members serve at the pleasure of the city council and may be removed from office with or without cause at the discretion of the city council. (b) Board, commission and committee members may resign from office at any time by filing a written resignation, dated and signed by the member, with the City Secretary. Such resignation shall take effect upon receipt by the City Secretary without further action by the city council. If the city council appoints a new member to replace the resigned member, the new member shall be appointed to serve out the remainder of the resigned member's term.</p>

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<p>NOTES: PARKS MASTER PLAN STEERING COMMITTEE (Est. 09/05/2017)</p>	<p>Committee to have 8-10 members as follows:</p> <ul style="list-style-type: none"> • Councilmembers • City staff • Two Parks Advisory Board members • Business owners • Civic Organization members <p>Committee will assist Burditt Consultants to perform tasks outlined in the Parks Master Plan.</p>
<p>NOTES: AD-HOC COMMITTEE – ST. PAUL UNITED CHURCH OF CHRIST PROPERTY (Est. 09/05/2017)</p>	<p>Committee will consist of at least one appointment from Mayor and each Councilmember.</p> <p>The Committee will make recommendations to the Council about the use of the property at 728 S. Main.</p>
<p>NOTES: WAYFINDING SIGNAGE AND COMMUNITY BRANDING AD-HOC (Est. 01/02/2018)</p>	<p>Committee will assist City Planner/Development Services with wayfinding signage and community branding tasks.</p> <p>Committee will consist of up to five members appointed by the Council.</p> <p>NOTE: First Branding and Wayfinding Committee disbanded/dissolved on December 18, 2018.</p> <p>UPDATE: Second Branding and Wayfinding Committee appointed on March 5, 2019.</p>

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NOTES:
HOTEL
OCCUPANCY
TAX ADVISORY
BOARD
(Est. 12-3-
2019)

Sec. 54-127 MEMBERSHIP AND MEETING FREQUENCY

- a. The HOT Advisory Board should consist of five (5) members.
- b. Members shall consist of the following, the appointment of whom shall be confirmed by the City Council
 - i. A lodging facility representative;
 - ii. The City Manager or his/her designee;
 - iii. A former member of the City Council; and
 - iv. Two citizens nominated by Mayor.
- c. The HOT Advisory Board shall meet at least quarterly for allocation of funds and post-event reviews.
- d. Three Board members shall constitute a quorum.
- e. Each Board member shall serve a term of two years.
- f. Vacancies on the Board shall be filled by appointment by the City Council for the remainder of the existing term.

Sec. 54-128 PURPOSE AND RESPONSIBILITY

- a. The legislative functions of the city council shall in no way be delegated to the HOT Advisory Board. The HOT Advisory Board shall be considered a special purpose advisory committee.
- b. The purposes and responsibility of the HOT Advisory Board shall be:
 - i. To receive, review, and evaluate applications from organizations requesting HOT funds;
 - ii. To recommend allocation of HOT funds (as authorized by the Texas Tax Code, Chapter 351) to the City Council;
 - iii. To review the actual expenditures of HOT Funds;
 - iv. To offer suggestions for improvements or changes to the use or administration of HOT funds; and
 - v. To submit an annual report to the City Council that identifies approved expenditures by the City for the preceding year, reviews such approved expenditures in the context of compliance with state laws regarding the use of HOT funds, and evaluates the effectiveness of the approved HOT expenditures and the program.

Sec. 54-129 HOT FUND GRANT PROCESS AND POST-EVENT REPORTING

- a. Applications for funding will be considered at each meeting. Completed applications must be received ten (10) days prior to a meeting of the Board at which it will be reviewed.
- b. Applicants will be notified of the award of funds following approval by the City Council of the award, at which time one-half of approved funding will be awarded.
- c. The Board shall produce guidelines for approved applicants regarding a post-event report from each such applicant that demonstrates qualified expenditures
- d. A post-event report from each approved applicant is required in order for the applicant to receive final payment.

Sec. 54-130 HOT FUND GRANT PROCESS GUIDELINES.

In considering the grant of HOT Funds, the Board and City Council shall:

- i. Ensure that each funding requests for HOT revenues is for one or more statutorily defined purpose;
- ii. Establish and implement a policy of properly utilizing 100% of available HOT funds each year;
- iii. Consider whether funding should be based on a formula for pre-determined activities consistent with authorized uses (e.g. advertising, arts, signage, historical restoration/preservation);
- iv. Consider funding approaches that will allow for equitable funding
- v. opportunities for new as well as established events and activities; and
- vi. Consider eligibility criteria beyond the Tax Code requirements (e.g. limiting grants to 25% of the total event budget or disallowing/limiting use of HOT funds for events' programs that occur on a regular (e.g. monthly) basis.

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COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

Councilmember	Board/Commission	Appointee	Date Appointed
Mayor – Lew White	Airport Board Board of Adjustment Construction Board Ec Dev. Corp. ½ Cent Sales Tax Electric Board Historical Preservation Library Board Parks and Recreation Planning & Zoning ETJ Rep-Impact Fee Adv Comm	John Hinnekamp Mike Annas Raymond DeLeon Alan Fielder, Vice-Chair Joe Colley, Chair John Lairsen Stephanie Riggins Albert Villalpando, Chair Ron Peterson Larry Metzler	01/19/21 01/19/21 01/19/21 01/19/21 01/19/21 01/19/21 01/19/21 12/19/17 01/19/21 01/19/21
District 1 – Juan Mendoza	Airport Board Board of Adjustment Construction Board Eco Dev. Corp, ½ Cent Sales Tax Electric Board Historical Preservation Library Board Parks and Recreation Planning & Zoning	Larry Burrier Lori Rangel Mike Votee Dyrall Thomas Frank Gomillion Christine Ohlendorf Shirley Williams Linda Thompson-Bennett Chris St. Leger	03/07/17 03/07/17 12/17/19 12/17/19 12/17/19 12/17/19 06/02/20 12/17/19 03/07/17 12/17/19 CM McGregor on behalf of Councilman Mendoza
District 2– David Bryant	Airport Board Board of Adjustment Construction Board Eco Dev. Corp. ½ Cent Sales Tax Electric Board Historical Preservation Library Board Parks and Recreation Planning & Zoning	Todd Blomerth Juan Juarez Oscar Torres Umesh Patel James Briceno Ron Faulstich Quartermetra Hughes James Torres Manuel Oliva	05/05/20 10/20/20 10/20/20 10/20/20 10/20/20 10/20/20 10/20/20 10/20/20 10/20/20 10/20/20

COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

District 3 - Kara McGregor	Airport Board Board of Adjustment Construction Board Eco Dev. Corp. ½ Cent Sales Tax Electric Board Historical Preservation Library Board Parks and Recreation Planning & Zoning	Ray Chandler Anne Clark, Vice-Chair Kirk Smith (Alternate) Jerry West, Vice-Chair Sally Daniel John Voigt Ronda Reagan Jean Clark Fox, Chair Warren Burnett Philip McBride, Chair	02/06/18 12/19/17 12/05/17 01/19/21 01/05/21 01/19/21 01/19/21 01/19/21 01/19/21 01/19/21
District 4 - Jeffry Michelson	Airport Board Board of Adjustment Construction Board Eco Dev. Corp. ½ Cent Sales Tax Electric Board Historical Preservation Library Board Parks and Recreation Planning & Zoning	Mark Brown, Vice-Chair Wayne Reeder Rick Winnett Doug Foster Ian Stowe Michel Royal Donaly Brice Russell Wheeler Rick Arnic	03/07/17 12/15/20 12/05/17 11/17/20 12/15/20 07/07/20 12/15/20 12/15/20 12/15/20
Mayor Pro-Tem (At-Large) - Angie Gonzales-Sanchez	Airport Board Board of Adjustment Construction Board Eco Dev. Corp. ½ Cent Sales Tax Historical Preservation Library Board Parks and Recreation Planning & Zoning	Andrew Reyes Laura Cline, Chair Paul Martinez Alfredo Munoz Ray Ramsey Jodi King Chris Schexnayder Philip Ruiz, Vice-Chair	01/07/20 01/07/20 01/07/20 01/07/20 07/07/20 01/07/20 03/07/17 01/07/20

COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

At-Large - Brad Westmoreland	Airport Board Board of Adjustment Construction Board (Alternate) Eco Dev. Corp. ½ Cent Sales Tax Historical Preservation Library Board Parks and Recreation Planning & Zoning	Jayson "Tex" Cordova Severo Castillo Gary Shafer Frank Estrada Richard Thomson Rebecca Lockhart Dennis Placke Brad Lingvai	02/04/20 02/04/20 02/04/20 02/04/20 02/04/20 02/04/20 02/04/20 02/04/20
	Charter Review Commission (Five member commission) Term 24 months after appointment	Ray Sanders Bill Hernandez Roland Velvin Elizabeth Raxter Alan Fielder	03/01/16 – Michelson 03/01/16 – Michelson 03/01/16 – Michelson 03/01/16 – Hilburn 03/15/16 Hilburn
	Sign Review Committee (no longer meeting)	Gabe Medina Neto Madrigal Terry Black Kenneth Sneed Johnny Barron, Jr. Tim Clark	03/17/15 - Mayor Pro-Tem Sanchez 04/21/15 – Councilmember Mendoza 12/19/17- Councilmember McGregor 03/17/15 – Mayor White 03/17/15 – Councilmember Castillo 03/17/15- Councilmember Michelson
	Parks Master Plan Steering Committee (8-10 members)	Albert Villalapando Dennis Placke Nita McBride Rebecca Pulliam Bernic Rangel Derrick David Bryant Beverly Anderson Carl Ohlendorf Beverly Hill	09/05/17 – Parks Bd appointee 09/05/17 – Parks Bd appointee 12/05/17– McGregor 09/19/17– Michelson 09/19/17 – Castillo 09/19/17 - Sanchez 09/19/17 - Mendoza 09/19/17 – Westmoreland 09/19/17 – Mayor White

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	Church Property Ad-hoc Committee (7 members)	Amelia Smith Jackie Westmoreland Todd Blomerth Andy Govea Terry Black Jane Brown Raymond DeLeon Dyrat Thomas	09/05/17 – Westmoreland 09/05/17 – Westmoreland 09/05/17 – Mayor White 09/19/17 – Sanchez 12/19/17 – McGregor 09/19/17 – Michelson 09/20/17 – Castillo 09/22/17 – Mendoza
	Wayfinding Signage and Community Branding Ad-Hoc Committee (5 members) THIS COMMITTEE WAS - RE-ESTABLISHED ON MARCH 5, 2019	Roy Watson Ronda Reagan Sally Daniel Rob Ortiz Bobby Herzog	03/05/19 03/05/19 03/05/19 03/05/19 03/05/19 Appointed by Mayor with consensus of Council
	HOT Advisory Bd	Ray Sanders Alfredo Munoz Archana “Archie” Gandhi Roxanne Rix Steve Lewis and Pam Larison Sally Daniel (Alternate) Janet Grigar (Alternate)	All members appointed by consensus of the Council on 12/03/2019

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City of Lockhart

2020-2021 Strategic Priorities

Prepared by:



City of Lockhart

Summary

On January 17 & 18, 2020 the City of Lockhart hosted two half-day planning sessions to develop goals and strategies for the next 2 years. Some of these goal areas were internal, whereas others were external. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary phone meeting between the facilitator and Steve Lewis, City Manager, to go over key issues facing the City, understand the programs and projects underway through the community, and to prepare the agenda and format for the planning retreat.

The first portion of the strategic planning process began on Friday, January 17, 2020 with the City Manager and the City of Lockhart Management Team. The facilitator began by asking the Management Team participants what their expectations for discussion for the day were. She then conducted a group brainstorm exercise called Start/Stop/Continue that lists the things that need to begin happening, stop happening, and are mission-critical and must continue regardless of circumstances.

The facilitator then guided the Management Team through 2020-2021 goal and strategy development to recommend to the City Council the following day.

On Saturday, January 18, 2020, the City Council and City Manager convened to review, revise, and establish priorities related to the recommendations generated the day before by the Management Team. Prior to the review, the facilitator asked the City Council to list their expectations for discussion for the day.

The following are the results.

Management Team Expectations for the Day's Discussion Topics

- Holistic view of the City
- Understanding other departments better
- Council to continue to be open to new ideas
- As the city grows, facilities and staff must keep up
- Next comprehensive master plan
- Establish an IT 3-5-year plan to keep current
- Replace phone systems and phone equipment
- Discuss records storage
- What is there for teens and tweens to do?
- Need administrative assistance
- Public Information Officer – keep information on point, factual, and streamlining voice: sharing voice vs. many voices
- Law enforcement: recruitment and administrative assistance
- Stick to implementing plan
- Fire equipment replacement plan and funding
- Achieve “needs” so we can work on “wants” for the future
- Customer service needs additional staff – same staffing level as 1000 accounts ago
- Technology training needed in Library (provide for public)
- Additional Library storage needed
- Electric services study needed and replace needed items
- Salary and compensation study to begin soon – want council to support and fund the results of the study

City Council Expectations for the Day's Discussion Topics

- Improve work environment for staff
- Accomplish unfinished business from last strategic plan
- 142 & I-130 development
- Low-hanging fruit and larger longer-term goals
- Eliminate the red tape
- Look ahead to see what's next
- Balance citizen needs and staff needs
- Keep on track
- Prepare for quality growth
- Neighborhood beautification
- City Hall facilities
- Discuss hospital/after-hours clinic
- Hear staff recommendations

Start/Stop/Continue

The facilitator guided the Management Team through an exercise that challenged them to brainstorm things that the City really needed to begin doing, what they should stop doing that could be a waste of resources, and what must they continue doing, regardless of circumstances. Below are their responses. Note that there are no right or wrong items; these are merely individuals' opinions about the things that should and shouldn't change in Lockhart. Just because one person has a certain opinion on a topic, that does not imply anyone else shared that opinion.

Start

- Long-term street paving plan (paving/resurfacing)
- Electrical system study
- Formal grantsmanship program
- Records storage facility
- Digitize public works and utility records/maps
- Establish fee schedule for fire plan reviews and inspections
- Review development related fees
- Improve customer service at Police Department and Utilities Department by increasing administrative staff
- Start a Main Street Program
- New City facilities (abolish sewer smell)
- Consider a 4-day/10-hour work week option
- Annual review of facility maintenance, i.e. HVAC systems, etc.
- Make Parks Department into Parks and Recreation Department (start recreation program)
- Review and fund vehicle replacement fund
- Expand/improve airport facilities
- Figuring out how to generate more general fund revenues to pay for items on this “start” list

Stop

- Printing reports – use digital reports when we can
- The waste in Archives
- Excessive paperwork related to personnel (consider paper reduction techniques instead)
- Making new employees wait 6 months to take time off/sick days/etc (other cities do 3 months)
- Excessive engine idling of city vehicles
- Worrying about other departments and focus on making your own team better
- Picking up commercial recycling for free
- Hanging highway banners for free
- Circulating city council department head reports monthly (do quarterly instead)
- Workshop portion of council meetings unless needed (they run too long)
- Referencing the past as “we have always done it that way” (we can be more innovative)

Continue

- Effective communication with customers/website
- Planning for the future
- Maintaining hiring standards
- Improving community amenities finding external funding sources
- Succession planning and cross-training
- Staff meetings
- Learning new ways of doing things
- Employee longevity and retention efforts
- Good customer service
- Acknowledging staff accomplishments
- Great teamwork
- Parks improvements/parks master plan
- Efforts on wayfinding program
- Replacing aged power lines
- Planning and engineering for downtown paving and drainage improvements
- Providing utilities to areas of anticipated future growth and development
- Planning for future industrial parks
- Accreditation for Police and Fire Departments

Recommendations from Staff:

The following items were recommendations from staff to city council. Items that have a checkbox (R) had agreement of city council the following day. The one item with no checkbox was rolled to consideration for 2022.

- Create and adopt 5-7-year paving/resurfacing plan (roads and sidewalks)
- Lockhart Police Department to conduct Active Shooter training for all City staff and elected officials and review official safety procedures for council meetings
- Explore asking the county for grant writer assistance
- Establish fee schedule for fire plan reviews and inspections
- Considering increasing existing fees for applications and development fees
- Develop an Airport Business Plan
- Research options for additional records storage
- Transition staff department reports from monthly to quarterly
- Pursue agenda management process and software
- Streamline paper processes where possible/evaluate software options
 - Utility billing
 - Applications
 - Council, boards, commissions:
 - Packets
 - Minutes




Goal Development from City Council:

The following items were items identified by council to move forward on for 2020-2021:




- Establish a Hospital with an Emergency Room in town
- Sell church property
- Create resources via Lockhart EDC for proactive outreach to quality builders for additional housing
- Create a Youth Advisory Board to explore options around youth programs/activities
- Adopt a TIF (tax increment financing) policy prior to project being submitted
- Implement downtown drainage improvements
- Develop fiber down 142, 183, and the Central Business District
- Traffic safety improvements: turn lanes and traffic lights
- Consider submitting a multi-year street bond program to voters
- Begin TXDOT safety projects
- Promote a Neighborhood Watch Program
- Promote beautification projects through teamwork
- Clean up trash/enforcement
- Enhance lower income districts/beautification efforts









Progress Reporting

The following icons are used to document progress of the following goals and strategies:

	= Completed
	= On Target or In Progress
	= Not on Target

Goal 1: Economic Development / Planning

Strategies	2019-2020 Progress	2020-2021 Progress
1. Continue to partner with LISD and local youth organizations to encourage careers in local emergency services (Fire and Police)	 Partner with Boy Scouts to develop Police Explorer Program. Fire personnel attend and participate in LISD career days.	
2. Better collaborate with downtown stakeholders and both Chambers of Commerce		
3. Complete updating our development ordinances	 Revised Engineering Standards – presented to Council January 2020. Subdivision Regulations to follow.	







<p>4. Consider development tools to facilitate attraction / recruitment to SH 130 corridor</p>	 IEDC business park development study completed. Future consideration by LEDC.	
<p>5. Bring utilities, assist assembling parcels, rezoning tracts along SH 130/142 and become shovel-ready</p>	 Mostly done. Site development will facilitate the remainder.	
<p>6. Pursue prospects and developers and create a BRE (business retention and expansion) program</p>	 Hiring a second Economic Development practitioner.	
<p>7. Start investing in more property for growth</p>	 IEDC study.	
<p>8. Explore next industrial park</p>	 IEDC study.	
<p>9. HOT (Hotel Occupancy Tax) Funds – board to develop and adopt new process to collect payments from B&Bs</p>	 HOT Advisory Board created. Board training and funding processes under review.	
<p>10. Adopt and implement the Economic Development Strategic Plan (currently underway by Garner Economics) by Q4 2020</p>	 LEDC Board hired Garner Economics January 2020	
<p>11. Robust LEDC website</p>	 Underway with EDsuite contract.	
<p>12. Create resources via Lockhart EDC for proactive outreach to quality builders for additional housing</p>	<p><i>N/A Brand new/created in 2020</i></p>	

Strategies	2019-2020 Progress	2020-2021 Progress
13. Adopt a TIF (tax increment financing) policy prior to project being submitted	<i>N/A Brand new/created in 2020</i>	
14. Develop fiber down 142, 183, and the Central Business District	<i>N/A Brand new/created in 2020</i>	

Goal #1 KPIs / Metrics:

- Did we partner with LISD & other youth organizations to encourage emergency services careers?
- Did we collaborate with downtown stakeholders and both Chambers of Commerce?
- Did we completely update our development ordinances?
- Did we brainstorm development tools for SH-130 development?
- Did we bring utilities and assemble parcels along SH-130?
- Did we develop shovel-ready development sites?
- Did we market those sites to prospective investors?
- Did we develop plans for our next industrial park?
- Did we revamp the way HOT funds are structured?
- Did we develop and implement an Economic Development Strategic Plan?
- Did the Lockhart EDC revamp their website to better attract investment?
- # of quality home builders the Lockhart EDC proactively reached out to in 2020-2021? _____
- Did we adopt a new TIF policy?
- # of miles of new fiber optics laid in Lockhart in 2020-2021? _____

Goal 2: Quality of Life / Quality of Facilities

Strategies	2019-2020 Progress	2020-2021 Progress
1. Invest money to improve the appearance of our town (streets, parks, entry signs)	 Doubled street resurfacing funds in FY 20; Parks Master Plan projects.	
2. Conduct and implement a Space Study of City Buildings and facilities including City Hall	 Budget established for FY 20 Space Study. RFP under development.	
3. Improve the image of City facilities as needed and conduct cosmetic improvements in the meantime	 See No. 2 above.	
4. Update, renovate, and construct City facilities as needed, based on the space study. Realize that remodel of Central Fire Station is likely next.	 Electrical panel upgrade at the Water Treatment Plant; Budget established for FY 20 Space Study; Fire Station No. 2 completed.	
5. Implement the Parks Master Plan, improving the quality of life for the community. What is in Phase 2: splash pad, restroom renovations, dog park, picnic shelter upgrades, and tree planting initiatives	 Multiple Phase I projects underway.	
6. Conduct a citywide quality of life citizen survey and ask council to fund.	 Allocate funds in FY 20-21; assign project to PIO.	
7. Establish a Hospital with an Emergency Room in town	N/A Brand new/created in 2020	
8. Sell church property	N/A Brand new/created in 2020	
9. Create a Youth Advisory Board to explore options around youth programs/activities	N/A Brand new/created in 2020	
10. Implement downtown drainage improvements	N/A Brand new/created in 2020	

Strategies	2019-2020 Progress	2020-2021 Progress
11. Consider submitting a multi-year street bond program to voters	<i>N/A Brand new/created in 2020</i>	
12. Promote beautification projects through teamwork	<i>N/A Brand new/created in 2020</i>	
13. Clean up trash/enforcement citywide	<i>N/A Brand new/created in 2020</i>	
14. Enhance lower income districts with beautification efforts	<i>N/A Brand new/created in 2020</i>	

Goal #2 KPIs / Metrics:

\$ amount invested in streets in 2019? \$ _____

\$ amount invested in parks in 2019? \$ _____

\$ amount invested in gateway entry signs in 2019? \$ _____

\$ amount invested in streets in 2020? \$ _____







\$ amount invested in parks in 2020? \$ _____




\$ amount invested in gateway entry signs in 2020? \$ _____

Which facilities did we improve the image of? _____

- Did we implement elements of the Parks Master Plan?
- Did we secure quotes on a Space Study of City buildings including City Hall?
- # of City-owned buildings we renovated or retrofitted? _____
- Did we conduct a citywide quality of life citizen survey?
- Did we address levels of service based on the citizen responses we received?
- Did we address levels of satisfaction based on the citizen responses we received?
- Did we address areas for improvement based on the citizen responses we received?
- Did we court hospital providers?
- Did we sell the church property?
- Did we create a Youth Advisory Board?
- Did we implement downtown drainage improvements?
- Did we fully investigate issuing a street bond?
- Did we fully enforce trash clean up around town?
- Did we specifically target lower income neighborhoods for new beautification projects?

Goal 3: Staffing / Personnel

Strategies	2019-2020 Progress	2020-2021 Progress
1. Consider hiring additional personnel (engineer, IT, etc.)	 In FY 20, staffing levels were increased by 2 full-time and 1 part-time positions.	
2. Conduct a staffing study that includes evaluating efficiencies and compensation	 Classification and Compensation Study underway.	
3. Right size staffing levels city-wide based on study results	 No funding was allocated for such a study; discuss need/timing of study during FY 20-21 budget process.	
4. Consider starting salaries that compete with surrounding communities	 Classification and Compensation Study underway.	
5. Be consistent with staff development / policies / purchasing procedures	 Comprehensive Purchasing Policy under development (anticipated to be complete 1 st quarter of 2020). Revision of City Personnel Policy underway.	
6. Implement a staff development program (be consistent)	 House Bill 3834 mandated cybersecurity training for all employees with computer access and elected officials – cybersecurity training program underway.	

Strategies	2019-2020 Progress	2020-2021 Progress
7. Start developing / preparing current staff to take on leadership roles within the organization in the future. Work on succession planning: add Fire, add Electric, add Streets, and add Animal Control.	 Emphasis on leadership training for police personnel, cross training of job duties underway in Finance Department.	
8. Recruit and attract more bi-lingual staff	 No funding was allocated to recruit bi-lingual staff; explore possible options during FY 20-21 budget process and the classification and compensation study.	
9. Customer service / experience excellence training for the Utility and Planning Development teams	 Training budgeted item in FY 20 for Utility Customer Services staff.	

Goal #3 KPIs / Metrics:

of new positions in 2019? _____

of new positions in 2020 and 2021? _____

Did we perform a staffing efficiency/compensation study?

Did we right-size our salaries based on that study by the end of 2020?

Did we develop new consistent policies and procedures regarding professional development of staff?

Did we develop new consistent policies and procedures regarding purchasing/procurement?

Did we create and implement a new staff development program to ensure everyone has training opportunities?







Did we begin grooming current staff for future leadership roles?



How many staff do we have on a leadership track by the end of 2020?

of new employees added in 2019 through 2021 who are bilingual? _____

Did we deliver Customer Experience Excellence training to every City employee?

Goal 4: Procedures / IT Management and Services



Strategies	2019-2020 Progress	2020-2021 Progress
1. Improve technology / create specific strategies to have better IT support based on Assessment results	 New outside IT management team hired; Strategic plan for current and emerging issues (cyber) near completion.	
2. Upgrade all technology-related issues as recommended – desktops, servers, software, equipment, and peripherals. \$100K will pay for equipment, \$20K is licensing agreement costs.	 City-wide replacement of desktops with current operating systems complete; new servers in current fiscal year.	
3. Create a 5-year rolling IT equipment replacement plan	 See above notes 1 and 2.	
4. Provide superior service by keeping technology up to date and being able to communicate with the public (keep an open line of communication through website.) Purchase next modules: INCODE	 New PIO hired. Increased social media updates. INCODE permits and inspections software module implemented to track permit and inspections progress; online access to permit applications and tracking underway.	
5. Upgrade the server system	 Desktop operating systems upgrade 100% complete. Server upgrades in progress.	
6. Streamline technology hardware, software processes within the City, based on Assessment recommendations	 Ongoing and FY 20-21.	





Strategies	2019-2020 Progress	2020-2021 Progress
7. Upgrade all equipment and software and be trained on specific software to be used to maximum potential and determine which staff will require which trainings.	 Current year 2020 departmental goal.	
8. Explore implementing downtown Wi-Fi	 To be addressed in 2020 or 2021. Explore options with the Downtown Business Association and both Chambers of Commerce.	

Goal #4 KPIs / Metrics:

- Did we secure top quality technology support across all departments by the end of 2020?
- Did we upgrade our desktop computers?
- % of employees who received upgraded computers by the end of 2020 (from 2018 numbers)? _____
- Did we upgrade our servers?
- Did we upgrade our computer software, subscriptions, and licenses?
- Did we upgrade our peripherals?
- Did we upgrade our other technology equipment?
- Did we establish an IT policy for updates and replacements that will keep us up-to-date from now through the future?
- Did we upgrade our City server system?
- Did we streamline our City technology processes?
- Did we secure training for staff to use all new equipment properly and efficiently?
- Did we investigate implementing WiFi throughout Downtown Lockhart?

Goal 5: Public Safety

Strategies	2019-2020 Progress	2020-2021 Progress
1. Provide quality public safety to all citizens of Lockhart		
a. Develop a specific Retention Strategy first	 City-wide classification and compensation study underway. Fire: Council approved 7% salary adjustment in FY 19-20. Police: all officers to attend leadership training, host ceremonial recognition events, retention strategy under development.	
b. Continue to implement hiring strategies we developed such as Fire and Police.	 Fire: Use of recruitment video; developing recruitment flyer for use with LISD and the public; career day with Lockhart High School students; Fire Chief to serve on LISD Career and Technical Education Advisory Committee. Police: In 2019, Lockhart Police Officers visited with police cadets attending the AACOG Academy and made presentations to 2 classes of prospective candidates. In 1 st quarter of 2020, LPD will make presentations to the CAPCOG Academy currently in progress.	

Strategies	2019-2020 Progress	2020-2021 Progress
c. Long-term public safety facility planning for Station #1.	 Completed Fire Station No. 2. Analysis and cost estimate to remodel and upgrade Fire Station No. 1 underway.	
d. Develop an equipment replacement schedule. Seek funding for existing equipment (fire apparatus and patrol cars) replacements.	 Developed an ambulance replacement schedule with Caldwell County and Seton. Upgrades to two-way radios (portables and mobiles) underway.	
e. Continue to ensure use of best practices / standards (research best practices, then implement)	 Fire: Fire Department is preparing an emergency management tabletop exercise for City staff. Police: Upgraded Police Officer body-worn cameras to 3 rd generation models.	
f. Evaluate Accreditation opportunities	 Fire: Reviewing the Texas Fire Chief’s Association (TFCA) accreditation process before formal enrollment. Police: Currently reviewing the 166 Texas Law Enforcement Best Practices. Will submit for recognition in the 3 rd quarter of 2020.	

Strategies	2019-2020 Progress	2020-2021 Progress
g. Traffic safety improvements: turn lanes and traffic lights	<i>N/A Brand new/created in 2020</i>	
h. Begin TXDOT safety projects	<i>N/A Brand new/created in 2020</i>	
i. Promote a Neighborhood Watch Program	<i>N/A Brand new/created in 2020</i>	

Goal #5 KPIs / Metrics:

of new law enforcement officers hired in 2019? _____

of new law enforcement officers hired in 2020? _____

of new law enforcement officers hired in 2021? _____

% law enforcement officers retained? _____%

of new firefighters hired in 2019? _____

of new firefighters hired in 2020? _____

of new firefighters hired in 2021? _____

% firefighters retained? _____%

- Did we develop a long-term public safety facilities plan?
- Did we develop a public safety equipment replacement schedule?
- Did we implement that new replacement schedule?
- Did we research and record best practices across the country regarding public safety policy?
- Did we make any modifications to our public safety policies based on that research?
- Did we explore and evaluate Accreditation opportunities?
- Did we implement new turn lane and traffic light improvements in 2020-2021?
- Did we begin the TXDOT safety projects?
- Did we proactively promote a Neighborhood Watch Program for Lockhart?

Conclusion

At the end of the planning retreat, the facilitator reminded all the participants that these goals would only be achieved if they held true to their commitments today to implement these specific strategies and tactics.

She reminded them that they are one team working toward one vision. The city council and management team agreed to use this document regularly throughout 2020 and 2021 to track progress and measure accomplishments.



City of Lockhart

2019-2020 Strategic Priorities

Prepared by:



City of Lockhart

Summary

On February 1 & 2, 2019 the City of Lockhart hosted two half-day planning sessions to develop goals and strategies for the next 2 years. Some of these goal areas were internal, whereas others were external. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary phone meeting between the facilitator and Steve Lewis, City Manager, to go over key issues facing the City, understand the programs and projects underway through the community, and to prepare the agenda and format for the planning retreat.

The first portion of the strategic planning process began on Friday, February 1, 2019 with the City Manager and the City of Lockhart Management Team. The facilitator began by asking the Management Team participants what their expectations for discussion for the day were. She then took the team through a SWOT (Strengths, Weaknesses, Opportunities, & Threats) Analysis. The next group exercise was a brainstorm called Start/Stop/Continue that lists the things that need to begin happening, stop happening, and are mission-critical and must continue regardless of circumstances.

The facilitator then guided the Management Team through 2019-2020 goal and strategy development to recommend to the City Council the following day.

On Saturday, February 2, 2019, the City Council and City Manager convened to review, revise, and establish priorities related to the recommendations generated the day before by the Management Team. Prior to the review, the facilitator asked the City Council to list their expectations for discussion for the day.

The following are the results.

Management Team Expectations for the Day's Discussion Topics

- That City Council will take what we say seriously
- Consider all staff in decisions
- Hear each other's goals
- Live by the plans we create / develop
- That Council develop goals / priorities based on sound data / research
- Focus
- Consider quality of life as over-arching goal
- Discuss business attraction vs. recruitment
- Being prepared for growth
- Facilities improvements
- Facilities maintenance
- How do we give back to those who need extra help?
- Smart land use practices
- Discuss Tourists/Tourism – what is there for kids to do while in town visiting family?

City Council Expectations for the Day's Discussion Topics

- Capitalize on Tourism
- Discuss Wi-Fi
- Capitalize on BBQ Capital of Texas
- Cleaning up of unsightly properties (residential)
- Work in unity today
- Serve our community
- Focus
- To discuss Economic Development targeting technology jobs
- Industrial Park is full – now what?
- Cleaning up of City properties / facilities
- Actually implement our goals
- Discuss the direction of Economic Development
- Think bigger / think change / embrace change
- Develop our identity
- Attractive gateway signage
- Employee wages
- Technology infrastructure

SWOT Analysis

The facilitator guided the participants through an analysis of their current Strengths, the current Weaknesses or Challenges they are facing, Opportunities that may come their way in the future, and Threats that are possible to occur in the future. Note that there are no right or wrong answers here and no implication of likelihood. This is simply a brainstorm of the opinions of the participants to get them thinking about goals in the next portion. The Management Team listed their responses first, then the City Council added additional items the following day.

Strengths

- Historic district
- County seat
- BBQ Capital of Texas
- Location to highways
- Tourism
- Small town (family-oriented)
- Growing – room for more
- Desire to manage growth
- Good development process
- Proximity to Austin
- Comparable housing prices
- Existing capacity of utilities
- Easy mobility
- Economic Development Sales tax
- Clark Library
- Baker Theatre
- Ease of developing land (flat)
- Employees who experience long tenure
- Volunteers
- CTR (Chisholm Trail Roundup) & other local events
- Community support
- Recognizable court house
- Movies / film production (TFC)
- Long-term water planning
- High-level financial planning
- Competitive building / development fees
- “Real” city with well-managed growth
- New energy
- Proximity to large cities / airport
- New residents – new ideas – changing priorities
- Diversity
- First Friday Downtown Event

Weaknesses / Challenges

- Incentives – Economic Development lack of use
- Technology – aging equipment and software
- Infrastructure
- Facilities – condition / maintenance
- Competitive salaries within region
- Training opportunities
 - Professional development
 - Budget
- Closed minds – have always done it this way
- Tourism
- Managing growth
- Need for succession planning
- Public perception influencing job applicant pool
- Weak tax base
- Limited in-town post-secondary educational opportunities
- Lack of retail
- Lack of entertainment (kids)
- Limited grocery options
- City-owned property
- College
- Venue / convention center
- Lack of hotels
- Entryways to community
- Not using TIF financing
- Emerging downtown organization
- How to effectively support increasing, ever-growing number of festivals
 - Create packages for vendors and festivals
- No city recreation programs
- In-kind services
- Very limited public transportation services
- Outdated web information
- Poor communication with citizens

Opportunities

- Expand airport (hangars)
 - Install AWOS (Automated Weather Observing System)
- Improve working conditions of employees
- Proximity to Austin
- Implement first phase of parks master plan
- SH-130 has great properties but not city-owned property
- Undeveloped lots on Square and north / northwest of Square
- Long-tenured elected leadership
- Increase community involvement
- To develop positive relationship with County, School, and organizations
- Quality economic growth
- Franchise recreational or entertainment venues (theaters, bowling, outlets, concerts, water parks)
- Community college campus
- Increased communication needed with ISD for school planning, infrastructure, etc.
- Expand walking / biking opportunities for exercise and community involvement
- Lockhart Springs (natural spring)
- Lockhart State Park transfer to City
- Potential residential development around golf course
- Development within historic district
- School district growth
- Housing growth
- Business growth
- St. Paul Church and other redevelopment opportunities
- Hospital / medical facilities
- Public bathrooms downtown
- Develop Industrial Park
- More involvement with San Marcos Greater Partnership
- Partnership with Austin Chamber
- EDC \$ will go further today than in 2 years (spec buildings, parking)

Threats

- Economic recession
- Voter turnout
- Government shutdown
- Citizen input
- Natural disaster
- Leadership in government
- Lack of economic development direction
- Competition from other cities
- Lack of resources
- Building maintenance
- Technology – cyber security
- Surging population
- Infrastructure improvement
- Maintaining reputation
- Planning without follow through
- Lack of educated workforce – skilled labor
- Crime
- Lack of workforce – people
- Retention and hiring
- Youth retention
- School quality
- Lack of industry
- Lack of racial unity
- Micro-managing
- Other utilities providers
- Homeless services – transportation
- Types of future growth

Start/Stop/Continue

The facilitator guided the Management Team through an exercise that challenged them to brainstorm things that the City really needed to begin doing, what they should stop doing that could be a waste of resources, and what must they continue doing, regardless of circumstances. Below are their responses. Note that there are no right or wrong items; these are merely individuals' opinions about the things that should and shouldn't change in Lockhart. Just because one person has a certain opinion on a topic, that does not imply anyone else shared that opinion.

Start

- Space allocation study
- Renovate City buildings – construct
- Downtown bathrooms
- Improve salaries – salary survey
- Staff development program / policies / procedures
- Consistency in purchasing
 - Revamp purchasing policy
- Replacing capital equipment / vehicles – vehicle fund
- Mandatory single stream recycling
- IT department, in-house City Engineer
- New technology in terms of equipment, network, server, software
- Re-assess who is in charge of downtown redevelopment
 - Name which entity (or entities) funds downtown redevelopment initiatives
 - Name which entity (or entities) manages downtown redevelopment initiatives
- 2020 Comprehensive Master Plan Update that includes a future land use plan and map

Stop

- In-house utility billing (consider outsourcing)
- Outsourcing IT (consider bringing in-house)
- Repetitive useless paperwork (paperwork/policies must be updated and streamlined)
- Increasing overtime in fire and police (hire more to fix this issue)
- Using outdated equipment
- Hand -picking collections of recycled goods (business pick up)
- Laying asphalt driveway approaches for “free”
- Demolition of condemned houses – stop doing in-house (needs to be outsourced)

Continue

- Meeting with County, City, School, Chamber, EDC
- Implementing 2020 Plan and Updates
- Attracting businesses – growth
- Providing superior service
- Redeveloping Downtown
- Implement Parks Master Plan
- Being a great place to work
- Public investments along SH-130
- Supporting festivals / movie projects
- Financial planning
- Embracing tourism

Goal 1: Economic Development / Planning

Strategies
1. Partner with LISD and local youth organizations to encourage careers in local emergency services (Fire and Police)
2. Reassess who is in charge of managing and funding downtown development and tourism
3. Attract a post-secondary education campus / facility
4. Complete updating our development ordinances
5. Consider development tools to facilitate attraction / recruitment to SH 130 corridor
6. Bring utilities, assist assembling parcels, rezoning tracts along SH 130
a) Shovel ready
b) Pursue prospects
7. Start investing in more property for growth
8. Explore next industrial park
9. HOT (Hotel Occupancy Tax) Funds – revamp structure
10. Economic Development Strategic Plan
11. Robust LEDC website

Goal #1 KPIs / Metrics:

- Did we partner with LISD & other youth organizations to encourage emergency services careers?
- Did we reassess downtown development and tourism initiatives and who leads each?
- Did we initiate efforts to attract a post-secondary educational institution or facility to Lockhart?
- Did we completely update our development ordinances?
- Did we brainstorm development tools for SH-130 development?
- Did we bring utilities and assemble parcels along SH-130?
- Did we develop shovel-ready development sites?
- Did we market those sites to prospective investors?
- Did we develop plans for our next industrial park?
- Did we revamp the way HOT funds are structured?
- Did we develop and implement an Economic Development Strategic Plan?
- Did the Lockhart EDC revamp their website to better attract investment?

Goal 2: Quality of Life / Quality of Facilities

Strategies
1. Invest money to improve the appearance of our town (streets, parks, entry signs)
2. Conduct a Space Study of City Buildings and facilities including City Hall
3. Improve the image of City facilities as needed
4. Update, renovate, and construct City facilities as needed
5. Implement the Parks Master Plan, improving the quality of life for community
6. Conduct a citywide quality of life citizen survey

Goal #2 KPIs / Metrics:

\$ amount invested in streets in 2019 and 2020? \$ _____

\$ amount invested in parks in 2019 and 2020? \$ _____

\$ amount invested in gateway entry signs in 2019 and 2020? \$ _____

of City facilities we improved the appearance of? _____

- Which facilities did we improve the image of?
- Did we implement elements of the Parks Master Plan?
- Did we secure quotes on a Space Study of City buildings including City Hall?
- How many City-owned buildings did we renovate or retrofit?
- Did we conduct a citywide quality of life citizen survey?
- Did we address levels of service based on the citizen responses we received?
- Did we address levels of satisfaction based on the citizen responses we received?
- Did we address areas for improvement based on the citizen responses we received?

Goal 3: Staffing / Personnel

Strategies
1. Consider hiring additional personnel (engineer, IT, etc.)
2. Conduct a staffing study that includes evaluating efficiencies and compensations
3. Right size staffing levels city-wide based on study results
3. Consider starting salaries that compete with surrounding communities
4. Be consistent with staff development / policies / purchasing procedures
5. Implement a staff development program (be consistent)
6. Start developing / preparing current staff to take on leadership roles within the organization in the future
7. Bi-lingual staff
8. Customer service / experience excellence training

Goal #3 KPIs / Metrics:

of new positions in 2019 and 2020? _____

- Did we perform a staffing efficiency/compensation study?
- Did we right-size our salaries based on that study by the end of 2020?
- Did we develop new consistent policies and procedures regarding professional development of staff?
- Did we develop new consistent policies and procedures regarding purchasing/procurement?
- Did we create and implement a new staff development program to ensure everyone has training opportunities?
- Did we begin grooming current staff for future leadership roles?
- How many staff do we have on a leadership track by the end of 2020?

of new employees added in 2019 and 2020 who are bilingual? _____

- Did we deliver Customer Experience Excellence training to every City employee?

Goal 4: Procedures / IT / Software and Hardware

Strategies
1. Conduct a Technology Assessment that yields specific recommendations
2. Improve technology / create specific strategies to have better IT support based on Assessment results
3. Upgrade all technology-related issues as recommended – desktops, servers, software, equipment, and peripherals
4. Start replacing old equipment
5. Provide superior service by keeping technology up to date and being able to communicate with the public (keep an open line of communication through website)
6. Carefully weigh all the pros and cons of considering bringing IT in-house
7. Upgrade the operating system
8. Streamline technology hardware, software processes within the City, based on Assessment recommendations
9. Upgrade all equipment and software and be trained on specific software to be used to maximum potential
10. Explore implementing downtown Wi-Fi

Goal #4 KPIs / Metrics:

- Did we conduct a Technology Assessment?
- Did we secure top quality technology support across all departments by the end of 2020?
- Did we upgrade our desktop computers?
% of employees who received upgraded computers by the end of 2020 (from 2018 numbers)? _____
- Did we upgrade our servers?
- Did we upgrade our computer software, subscriptions, and licenses?
- Did we upgrade our peripherals?
- Did we upgrade our other technology equipment?
- Did we establish an IT policy for updates and replacements that will keep us up-to-date from now through the future?
- Did we carefully weigh all the pros and cons of keeping IT outsourced vs. bringing it in-house?
- Did we upgrade our City operating system?
- Did we streamline our City technology processes?
- Did we secure training for staff to use all new equipment properly and efficiently?
- Did we investigate implementing WiFi throughout Downtown Lockhart?

Goal 5: Public Safety

Strategies
1. Provide quality public safety to all citizens of Lockhart
a) Develop a specific Retention Strategy first
b) Develop a specific Hiring Strategy
c) Long-term public safety facility planning
d) Develop an equipment replacement schedule
e) Ensure use of best practices / standards (research best practices, then implement)
f) Evaluate Accreditation opportunities

Goal #5 KPIs / Metrics:

of new law enforcement officers hired in 2019?

of new law enforcement officers hired in 2020?

% law enforcement officers retained?

of new firefighters hired in 2019?

of new firefighters hired in 2020?

% firefighters retained?

Did we develop a long-term public safety facilities plan?

Did we develop a public safety equipment replacement schedule?

Did we implement that new replacement schedule?

Did we research and record best practices across the country regarding public safety policy?

Did we make any modifications to our public safety policies based on that research?

Did we explore and evaluate Accreditation opportunities?

Conclusion

At the end of the planning retreat, the facilitator reminded all the participants that these goals would only be achieved if they held true to their commitments today to implement these specific strategies and tactics.

She reminded them that they are one team working toward one vision. The participants agreed to use this document regularly throughout 2019 and 2020 to track progress and measure accomplishments.

CITY COUNCIL FY 18-19 GOALS (FINAL COMBINED)

PRIORITY ORDER

COUNCILMEMBER	PRIORITY	FY 18-19 GOALS
CASTILLO	1	Infrastructure Improvements: streets
GONZALES-SANCHEZ	1	Hire A City Manager
MCGREGOR	1	Economic development, creating and retaining jobs, grocery campaign.
MENDOZA	1	Pay Raise City Employees.
MICHELSON	1	Public relations position/ get the word out about Lockhart (promoting)
WESTMORELAND	1	Infrastructure Improvements: streets
WHITE	1	Economic development, creating and retaining jobs, grocery campaign.
CASTILLO	2	Economic development, creating and retaining jobs, grocery campaign.
GONZALES-SANCHEZ	2	All Department Heads to Budget Salary Increases for all City Employees.
MCGREGOR	2	Work with LISD to establish a community recreation center at the Adams Gym, per under Parks
MENDOZA	2	Economic development, creating and retaining jobs, grocery campaign.
MICHELSON	2	Signage in Lockhart (highway, downtown, and toll) / Wayfinding, branding,...)
WESTMORELAND	2	Signage in Lockhart (highway, downtown, and toll) / Wayfinding, branding,...)
WHITE	2	Public relations position
CASTILLO	3	Continued police community committee involvement, neighborhood watch, gang awareness
GONZALES-SANCHEZ	3	Infrastructure: Continue City Infrastructure: Drainage, Street Repairs, Completion of Curbing, Brighter Lighting in Neighborhoods
MCGREGOR	3	Prepare Fire Station #3 (so we can have existing station remodeled)
MENDOZA	3	Continued police community committee involvement, neighborhood watch, gang awareness
MICHELSON	3	Prepare Fire Station #3 (so we can have existing station remodeled)
WESTMORELAND	3	More enforcement of codes directed at unsightly properties
WHITE	3	Wayfinding, branding, develop new entry sign and city markers
CASTILLO	4	City Facilities: Maintenance and repairs Economic Development: Recruit more businesses especially retail and continue efforts; contact existing and vacant building owners to see if they are willing to work with the City of Lockhart to bring retail businesses and specialty shops, as well as industrial. Purchase buildings and land when on the market for possible new businesses for the city.
GONZALES-SANCHEZ	4	Public relations position work with social media/ get the word out about Lockhart
MCGREGOR	4	Public relations position work with social media/ get the word out about Lockhart
MENDOZA	4	City Facilities: Maintenance and repairs

CITY COUNCIL FY 18-19 GOALS (FINAL COMBINED)

PRIORITY ORDER

COUNCILMEMBER	PRIORITY	FY 18-19 GOALS
MICHELSON	4	Refurbish City Hall inside (making it more inviting)
WESTMORELAND	4	Move forward with St Paul property project
WHITE	4	Park improvements- consider medium to long range plan for Town Branch development
CASTILLO	5	Affordable housing Police Task Force: Budget extra funds for a Police Task Force, a Narcotics Officer and a Mental Health Officer to address any drug and gang related problems and mental issues our city is being faced not only on the East side of our city but citywide. Budget for updated training for our police officers. There is a lot of training that is free
GONZALES-SANCHEZ	5	but a lot additional money for registration fees and course material.
MCGREGOR	5	Free public wifi on the square
MENDOZA	5	Parks improvements
MICHELSON	5	Continued police community committee involvement, neighborhood watch, gang awareness
WESTMORELAND	5	Angled parking downtown: N Main and N Commerce Sts(change during downtown drainage project)
WHITE	5	Continued police community committee involvement, neighborhood watch, gang awareness
CASTILLO	6	Wellness for employees



CITY COUNCIL FY 18-19 GOALS

Category Order and Comments by City Manager

Council agreed at February 13 meeting that each Councilmember will submit at least 5 category goals in priority order to the City Manager to be considered by Council at first meeting in March, 2018

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY FINAL LIST BY COUNCIL PRIORITIZED BY CATEGORY: SUBMIT TO CITY MGR BY MARCH 1 PLEASE	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY
		Improve communication between City and Chamber of Commerce	In-House	Chamber
		City Facilities	GF	City Bldgs
		Refurbish City Hall inside (making it more inviting)	Gen Fund	City Bldgs
		Prepare Fire Station 3 (so we can have main station remodeled)	Gen Fund	City Bldgs
		Hire A City Manager, Hire a City Manager that is Well Rounded and Experienced and Will Help our City to Continue to Grow for the right and positive reasons. To hire a City Manager that will allow our Department Heads to Grow and Improve Our Departments with their recommended suggestions not only from our department heads but from our employees. Working Smarter not Harder.	GF	City Manager
		More code enforcement of codes directed at unsightly properties	In-House	Code Enforc
		Continue demo of unsafe structures and pursue liens aggressively	GF	Code Enforc
		Convention Center. Our city is growing and there are too many events, programs and conferences that are going to other surrounding areas to have these events and those surrounding area businesses are benefitting and money is being spent in those areas instead on money being spent in our city. Granted, we do have meeting facilities in our city but these meeting facilities do not accomodate the number of people for the above events that have been mentioned.	GF	Convention Center
		Downtown improvements-lighting, pedestrian safety, south plaza idea? Sculpture? Sidewalk mosaics?	GF	Downtown
		Economic development, creating and retaining jobs, grocery campaign	general fund, LEDC	Econo Devl
		Economic Development		Econo Devl
		Expand economic development (by helping to spread the word & being more involved)	Gen Fund	Econo Devl
		Economic Development: Recruit more businesses especailly retail and continue efforts; contact existing and vacant building owners to see if they are willing to work with the City of Lockhart to bring retail businesses and speciality shops, as well as industrial. Purchase buildings and land when on the market for possible new businesses for the city. Art Galleries and Music Venues have increased within our downtown area and though many many not appreciate these type of business and or venues, it is good for our downtown and its livelihood. Let's work on getting more of the speciality shops and boutiques in or around the sqaure.	GF	Econo Devl
		Pay raise across the board	GF	Employees
		All Department Heads to Budget Salary Increases for all City Employees.	GF	Employees
		Wellness for employees	GF	Employees
		Employee: Possible additional Employee Holiday Time Off-Alternating System. Even though this has been discussed and the reasons for why it cannot be done, I would like to see a time off alternating system, especailly during the holidays. I did appreciate that the city employees were allowed to stay home during our icy, sleet and snow days. The safety of our employees is very important.	GF	Employees
		Subdivision developemnt to attract more businesses to Lockhart. Increase the number of homes, apartments, housing. Our city is growing with new citizens wanting to make Lockhart their home but due to the number of housing available, they wait and or possibly lose interest.	GF	Housing
		Infrastructure	GF	Infrastructure
		Infrastructure improvement- uncurbed streets, street rehab	GF	Infrastructure
		Improve Streets (repairs)	In-House	Infrastructure

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY FINAL LIST BY COUNCIL PRIORITIZED BY CATEGORY: SUBMIT TO CITY MGR BY MARCH 1 PLEASE	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY
		Infrastructure: Continue City Infrastructure: Drainage, Street Repairs, Completion of Curbing, Brighter Lighting in Neighborhoods	GF	Infrastructure
		Angled parking for N Main and N Commerce Streets (change during downtown project)	In-House	Parking Downtown
		Parking around and surrounding the square. Issues with larger vehicles parked in areas that are narrow and that make it hard to see oncoming traffic. Our city is growing and we have been very fortunate with our parking however, it is a concern especially when you have the bigger and wider trucks that are parked in an area that is for a moderate size car. It becomes a hazard and a blind spot when trying to reverse out of the parking space and a blind spot for any and all pedestrians.	GF	Parking Downtown
		Continue to work on City Park improvements	Gen Fund	Parks
		Revive all City parks	Grants	Parks
		Work with LISD to establish a community recreation center at Adams Gym, perhaps under Parks (PUBLIC HEALTH/PARKS)	General Fund/Parks & Rec	Parks
		Add 3 positions to the Parks Department, to help facilitate other improvements (PARKS)	General Fund/Parks & Rec	Parks
		Park improvements - consider medium to long range Town branch development	GF	Parks
		Develop a dog park as part of the Stueve Lane Monte Vista Tract (PARKS/ANIMAL SHELTER/PUBLIC HEALTH)	General Fund/Parks & Rec	Parks
		Parks Improvemens: Purchase and update the park equipment to provide safe and fun filled parks for all to use.	GF	Parks
		Start Planning for 2040 plan	GF	Planning
		Police	GF	Police
		Continued Police Community committee involvement, neighborhood watch, gang awareness	GF	Police
		Work with Police Department to bring back drug enforcement program	Gen Fund	Police
		Get back to Neighborhood Townhall Meetings	GF	Police
		Police Task Force: Budget extra funds for a Police Task Force, a Narcotics Officer and a Mental Health Officer to address any drug and gang related problems and mental issues our city is being faced not only on the East side of our city but citywide. Budget for updated training for our police officers. There is alot of training that is free but alot additional money for registration fees and course material. I am grateful that the Police Department did invest in our Drug Dog and is being utilized by the school as well.	GF	Police
		High School cadet programs for police, fire, EMS	GF	Police/Fire
		Public relations position to deal with social media	GF	Public Relations
		Get the word out about Lockhart (promoting, hiring a Public Relations person)	Gen Fund	Public Relations
		Sidewalk repair and expansion	GF	Sidewalks
		Signage in Lockhart (highway, downtown, and toll road)	Gen Fund	Signage
		Wayfinding, branding - develop new entry sign and city property markers	GF	Signage
		Move Forward with St Paul property project	In-House	St Paul Gift
		Develop an oral history project to support a future "Walking Tour" app for Lockhart (ECONOMIC DEV/DOWNTOWN)	General Fund/Fundraising	Tourism
		More Events to Attract Tourism in Lockhart and Include Way Finding Signage (Hotels and Restaurants). Added events, especially the events that are free to the public do very well for the city as well as for the businesses and tourism. I welcome new events to the city but need to be selective in the events that we do host.	GF	Tourism
		Create a Good Neighbor program (Lockhart Utility Customers can add an additional amount to utility bill to help others)	GF	Utility Customers

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY FINAL LIST BY COUNCIL PRIORITIZED BY CATEGORY: SUBMIT TO CITY MGR BY MARCH 1 PLEASE	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY
		Access to Municipal Court for Utility Payments	In-House	Utility Customers
		Free public wifi on the square as part of the redevelopment on the North side (ECONOMIC DEV/DOWNTOWN)	CAPCOG Grant?	Wifi
		Free public wifi on the square as part of the redevelopment on the North side	GF	Wifi

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY	CITY MANAGER COMMENTS
BW	7	Improve communication between City and Chamber of Commerce	In-House	Chamber	City Staff works together with Chambers on all their events by being a co-sponsor with many in-kind services. Robert Tobias attends their meetings and periodically makes presentations about Economic Development issues.
JC	4	City Facilities	GF	City Bldgs	Budget for roofs and major repairs
JEFF M	5	Refurbish City Hall inside (making it more inviting)	Gen Fund	City Bldgs	Working on it; repairs to ceiling in progress, restrooms to be refurbished and replace signage with more informative directions.
JEFF M	7	Prepare Fire Station 3 (so we can have main station remodeled)	Gen Fund	City Bldgs	New plans will be prepared working with new Chief who has different ideas than the previous Chief
AGS	1	Hire A City Manager. Hire a City Manager that is Well Rounded and Experienced and Will Help our City to Continue to Grow for the right and positive reasons. To hire a City Manager that will allow our Department Heads to Grow and Improve Our Departments with their recommended suggestions not only from our department heads but from our employees. Working Smarter not Harder.	GF	City Manager	I concur. The current City Mgr has rode back of garbage trucks, climbed electrical poles, worked water/sewer/asphalt/concrete projects, and has been a utility collections clerk, and during these experiences learned the value of suggestions for charge that comes from employees in such positions. All department heads/supervisors are encouraged to listen to employees who have constructive ideas that would benefit in performing assigned tasks. City Mgr has also learned there are employees who keep there hands in their pockets and talk while everyone else is working and these are the same ones who are often found to be dishonest in their paperwork, sleep on the job, and have a poor attendance record.
BW	1	More code enforcement of codes directed at unsightly properties	In-House	Code Enforc	Will continue to address as complaints come in and as found during investigation outings.
LW	8	Continue demo of unsafe structures and pursue liens aggressively	GF	Code Enforc	Will continue to address and City Attorney exploring process to recover demolition costs
AGS	11	Convention Center. Our city is growing and there are too many events, programs and conferences that are going to other surrounding areas to have these events and those surrounding area businesses are benefitting and money is being spent in those areas instead on money being spent in our city. Granted, we do have meeting facilities in our city but these meeting facilities do not accommodate the number of people for the above events that have been mentioned.	GF	Convention Center	HOT funds and/or Bond Issue. Maintenance funds will be a minimum of \$150,000 annually not including director's salary, utilities, and insurance.
LW	9	Downtown improvements-lighting, pedestrian safety, south plaza idea? Sculpture? Sidewalk mosaics?	GF	Downtown	CAPCOG/CO project will address
LW	1	Economic development, creating and retaining jobs, grocery campaign	general fund, LEDC	Econo Devl	Robert Tobias working with several companies now
JC	2	Economic Development	GF	Econo Devl	See above

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY	CITY MANAGER COMMENTS
JEFF M	3	Expand economic development (by helping to spread the word & being more involved)	Gen Fund	Econo Devl	Robert Tobias is involved with the San Marcos Partnership, local chambers, and with downtown businesses on a regular basis. Leads from the Governor's office and the Austin Chamber are also pursued as applicable.
AGS	4	Economic Development: Recruit more businesses especially retail and continue efforts; contact existing and vacant building owners to see if they are willing to work with the City of Lockhart to bring retail businesses and specialty shops, as well as industrial. Purchase buildings and land when on the market for possible new businesses for the city. Art Galleries and Music Venues have increased within our downtown area and though many not appreciate these type of business and or venues, it is good for our downtown and its livelihood. Let's work on getting more of the specialty shops and boutiques in or around the square.	GF	Econo Devl	The problem is that many of the property owners downtown do not have the funds to customize their buildings to support specialty shops which most the time are not willing to spend money on a building. Rob Tobias is exploring ways to address this issue.
JUAN M	1	Pay raise across the board	GF	Employees	Estimated Costs Including Benefits: For each 1% for non-civil service= \$52,000 For each 1% for civil service = \$28,000
AGS	2	All Department Heads to Budget Salary Increases for all City Employees.	GF	Employees	See above
JC	5	Wellness for employees	GF	Employees	City provides good health insurance (\$586 per month each) with wellness plans for employees; many Cities have stopped this benefit and only provide a stipend for insurance.
AGS	9	Employee: Possible additional Employee Holiday Time Off-Alternating System. Even though this has been discussed and the reasons for why it cannot be done, I would like to see a time off alternating system, especially during the holidays. I did appreciate that the city employees were allowed to stay home during our icy, sleet and snow days. The safety of our employees is very important.	GF	Employees	City employees with vacation leave and holiday time are off 23 days a year with pay which is more than a month of work days. The only holidays not given that we found are Columbus Day and Texas Independence Day. Employee safety is very important, however, some employees must come in to make conditions safe for residents and to respond to emergency conditions and that responsibility belongs to each department head who determines based on staff levels and skills time off during holiday times.
AGS	6	Subdivision development to attract more businesses to Lockhart. Increase the number of homes, apartments, housing. Our city is growing with new citizens wanting to make Lockhart their home but due to the number of housing available, they wait and or possibly lose interest.	GF	Housing	6 housing projects in place at different phases. City Manager recommended incentives to builders three years ago which Council approved and during the time it was in place it produced more housing. As a result, more engineering of subdivisions has begun.
JC	1	Infrastructure	GF	Infrastructure	\$400,000 or more yearly needed for streets
LW	2	Infrastructure improvement- uncurbed streets, street rehab	GF	Infrastructure	See above. It will take a major bond issue to address all streets that do not have curbs.
BW	3	Improve Streets (repairs)	In-House	Infrastructure	See above.

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY	CITY MANAGER COMMENTS
AGS	3	Infrastructure: Continue City Infrastructure: Drainage, Street Repairs, Completion of Curbing, Brighter Lighting in Neighborhoods	GF	Infrastructure	For streets please see above. Brighter lighting is always a challenge in a city with so many trees. Lockhart still must comply with Senate Bill 5 which regulates power usage. Several cities have passed an ordinance that does not allow for the planting of trees within 15' of the right of way to improve lighting of streets and reduce tree trimming around power lines.
BW	4	Angled parking for N Main and N Commerce Streets (change during downtown project)	Ja-House	Parking Downtown	Scheduled with downtown improvements. Should also consider making 100 Blocks of N Main and N Commerce one-way and possibly consider other blocks downtown especially north/south streets.
AGS	10	Parking around and surrounding the square. Issues with larger vehicles parked in areas that are narrow and that make it hard to see oncoming traffic. Our city is growing and we have been very fortunate with our parking however, it is a concern especially when you have the bigger and wider trucks that are parked in an area that is for a moderate size car. It becomes a hazard and a blind spot when trying to reverse out of the parking space and a blind spot for any and all pedestrians.	GF	Parking Downtown	Scheduled with downtown improvements
JEFF M	2	Continue to work on City Park improvements	Gen Fund	Parks	Master Plan near complete
BW	2	Revive all City parks	Grants	Parks	Master Plan near complete
KM	2	Work with LISD to establish a community recreation center at Adams Gym, perhaps under Parks (PUBLIC HEALTH/PARKS)	General Fund/Parks & Rec	Parks	Mayor is visiting with LISD about this
KM	3	Add 3 positions to the Parks Department, to help facilitate other improvements (PARKS)	General Fund/Parks & Rec	Parks	Approx. \$100,000 to budget not including equipment and vehicles
LW	3	Park improvements - consider medium to long range Town branch development	GF	Parks	Bond issue needed
KM	4	Develop a dog park as part of the Stueve Lane Monte Vista Tract (PARKS/ANIMAL SHELTER/PUBLIC HEALTH)	General Fund/Parks & Rec	Parks	Estimate on this property is \$ 25000 using used fencing. Maintenance and insurance are also cost factors
AGS	8	Parks Improvements: Purchase and update the park equipment to provide safe and fun filled parks for all to use.	GF	Parks	Master Plan near complete
JUAN M	3	Start Planning for 2040 plan	GF	Planning	Needs to be done
JC	3	Police	GF	Police	Chief Pedraza is working on these issues. Recently issued update that was sent to Council.
LW	4	Continued Police Community committee involvement, neighborhood watch, gang awareness	GF	Police	See above
JEFF M	4	Work with Police Department to bring back drug enforcement program	Gen Fund	Police	See above
JUAN M	5	Get back to Neighborhood Townhall Meetings	GF	Police	Will get with Chief about this

CM INITIALS	PRIORITY #	GOALS IDENTIFIED BY COUNCIL FOR FY 18-19: SORTED BY CATEGORY	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	SORTED BY CATEGORY	CITY MANAGER COMMENTS
AGS	5	Police Task Force: Budget extra funds for a Police Task Force, a Narcotics Officer and a Mental Health Officer to address any drug and gang related problems and mental issues our city is being faced not only on the East side of our city but citywide. Budget for updated training for our police officers. There is a lot of training that is free but a lot additional money for registration fees and course material. I am grateful that the Police Department did invest in our Drug Dog and is being utilized by the school as well.	GF	Police	Chief Pedraza reports that Lockhart has two certified mental health officers, and he feels there is sufficient funding for training. He also reports that a new Narcotics Officer would cost about \$90,000 for salary/benefits, training, a vehicle, and all required equipment.
LW	10	High School cadet programs for police, fire, EMS	GF	Police/Fire	Will visit with department heads again about this
LW	6	Public relations position to deal with social media	GF	Public Relations	Position would cost with benefits about \$45,000 annually and would need more tasks to perform.
JEFF M	6	Public relations position to deal with social media	GF	Public Relations	See above
LW	7	Sidewalk repair and expansion	GF	Sidewalks	Costs average about \$25 per linear foot
JEFF M	1	Signage in Lockhart (highway, downtown, and toll road)	Gen Fund	Signage	Wayfinding and Branding Committee in place
LW	5	Wayfinding, branding - develop new entry sign and city property markers	GF	Signage	See above
BW	5	Move Forward with St Paul property project	In-House General	St Paul Gift	Working on costs associated with this projects which involve asbestos/lead paint survey and possible abatement, ADA restrooms, ADA entry ramp, kitchen changes, and other repairs.
KM	5	Develop an oral history project to support a future "Walking Tour" app for Lockhart	Fund/Fundraising	Tourism	Could be part of the Wayfinding and Branding Committee tasks
AGS	7	More Events to Attract Tourism in Lockhart and Include Way Finding Signage (Hotels and Restaurants). Added events, especially the events that are free to the public do very well for the city as well as for the businesses and tourism. I welcome new events to the city but need to be selective in the events that we do host.	GF	Tourism	Chambers receive HOT funds for tourism and City co-sponsors events that contribute to tourism.
JUAN M	4	Create a Good Neighbor program (Lockhart Utility Customers can add an additional amount to utility bill to help others)	GF	Utility Customers	Have pursued this in the past. Requires a Board or Committee that is willing to take on the tasks of selecting who and how much help can be provided to customers. Some Cities allocate the funds to existing organization that is willing to take on the project.
BW	6	Access to Municipal Court for Utility Payments	In-House	Utility Customers	Working to this; advertisements and office training needed.
KM	1	Free public Wi-Fi on the square as part of the redevelopment on the North side (ECONOMIC DEV/DOWNTOWN)	CAPCOG Grant?	Wi-Fi	County judge had indicated to Mayor that the County could do this.
JUAN M	2	Free public wifi on the square as part of the redevelopment on the North side	GF	Wifi	See Above

LOCKHART CITY COUNCIL FY 17-18 GOALS				
Category and Priority Order				
COUNCIL MEMBER	PRIORITY	GOALS IDENTIFIED BY COUNCIL FOR FY 17-18 (as submitted by Councilmembers)	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	CATEGORY
BH	3	Continue Improving City Cemetery	with GF Expiring debt saving and/or Cemetery Tax	CEMETERY
Jeff M	2	Refurbish City Hall in the inside (to make more inviting to the public) as well as doing some landscaping outside	General Fund	CITY BLDGS
BW	3	Spruce up and clean up City properies		CITY BLDGS
BH	4	Improve City Facilities Appearance		CITY BLDGS
JC	4	City Facilities		CITY BLDGS
AGS	10	Convention Center		CONVENTION CTR
JC	2	Crime		CRIME
AGS	4	Police Task Force: Budget extra funds for a Police Task Force, a Narcotics Officer and a Mental Health Officer to address any drug and gang related problems and mental issues our city is being faced not only on the East side of our city but citywide. Budget for updated training for our police officers. There is alot of training that is free but alot additional money for registration fees and course material.		CRIME
Jeff M	4	Work with Police Department to bring back drug enforcement program		CRIME
LW	8	Fund for helping utility customers in need	???	CUSTOMER SERV
BW	2	Continue to change angle parking downtown: 200 Blk S Main, 100 Blk N Main, 100 Blk N Commerce, 200 Blk E Market; little time and expense invovled	??	DOWNTOWN
LW	2	Downtown improvements,bathrooms, electric, pedestrian safety, beautification, wifi, lighting		DOWNTOWN
AGS	9	Parking around and surrounding the square. Issues with larger vehicles parked in areas that are narrow and that make it hard to see oncoming traffic		DOWNTOWN
LW	1	Expanding economic development department, budget, office, staff?, marketing	General fund, LEDC	ECCONOMIC DEV
AGS	3	Economic Development: Recurit more businesses especailly retail and continue efforts; contact existing and vacant building owners to see if they are willing to work with the City of Lockhart to bring retail businesses and speciality shops, as well as industrial. Purchase buildings and land when on the market for possible new businesses for the city.		ECCONOMIC DEV
JC	3	Economic Development		ECCONOMIC DEV
AGS	5	Subdivision development to attract more businesses to Lockhart.		ECCONOMIC DEV
JM	5	Set up meetings with developers for more retail space shopping centers along US 183		ECCONOMIC DEV

LOCKHART CITY COUNCIL FY 17-18 GOALS				
Category and Priority Order				
COUNCIL MEMBER	PRIORITY	GOALS IDENTIFIED BY COUNCIL FOR FY 17-18 (as submitted by Councilmembers)	SUGGESTED FUNDING SOURCE BY COUNCILMEMBER	CATEGORY
AGS	6	More Events to Attract Tourism in Lockhart and Include Way Finding Signage (Hotels and Restaurants)		ECONOMIC DEV
AGS	1	All Department Heads to Budget Salary Increases for all City Employees.		EMPLOYEES
JM	1	City Employee Raises		EMPLOYEES
JM	2	House or fund gym membership/space (weight rm) in Senior Center area (cardio machine) for City employees		EMPLOYEES
AGS	8	Employee: Possible additional Employee Holiday Time Off-Alternating System. Even though this has been discussed and the reasons for why it cannot be done, I would like to see a time off alternating system, especailly during the holidays.		EMPLOYEES
BW	1	ENFORCE ordinances that pertain to unsightly properties all over town		ENFORCEMENT
Jeff M	1	Enforce city ordinance regarding residential property		ENFORCEMENT
Jeff M	3	Continue to work on City Park improvements		PARKS
JM	3	Do inventory of City properties to idenify areas for pocket parks	LEDC funds	PARKS
LW	3	Park improvements	General fund	PARKS
BH	5	Parks Improvements	General Fund	PARKS
JC	5	Parks		PARKS
AGS	7	Parks Improvemens: Purchase and update the park equipment to provide safe and fun filled parks for all to use.		PARKS
LW	7	Town branch cleanup and beautification	???	PARKS
JM	4	Start process of Funding Sidewalks east of 183 connecting to the US 183 sidewalks		SIDEWALKS
LW	6	sidewalk repair and expansion	general fund bond	SIDEWALKS
BH	1	IMPLEMENT SIGNAGE IN LOCKHART	General Fund (LEDC) and/or Hotel Tax	SIGNAGE
LW	4	wayfinding, branding	general fund	SIGNAGE
LW	5	Entry signs	general fund	SIGNAGE
Jeff M	6	Signage on Highway 183 and SH130 = directing people to Lockhart		SIGNAGE
BW	4	Pursue oppportunity to move Senior Citizens' Center to St Paul United Church of Christ Property		SR CITIZENS CTR
JC	1	Roads	Grants or impact fees	STREETS/INFRAS
AGS	2	Infrastructure: Continue City Infrastructure: Drainage, Street Repairs, Completion of Curbing, Brighter Lighting in Neighborhoods		STREETS/INFRAS
BH	2	Continue improving City Streets	Increase Transportation Fund	STREETS/INFRAS
Jeff M	5	Continue to make improvements and redoing our city streets		STREETS/INFRAS

Lockhart City Council
FY 16-17 Goals
Revised 3-10-2016, 8:30 pm

Priority	Council Person	Goals Submitted	City Manager Comments
1	Castillo	Infrastructure	Complete 2015 CO projects and need budget of \$250,000 per year for streets, continue water and sewer main replacements; continue electric distribution maintenance plan-get new substation on line. Replace bad water raw water mains and find additional water for the future.
1	Gonzales-Sanchez	Department Heads to Budget Salary Increases for city employees so that we can keep our current city employees.	Est Cost Per % Increase Annually: Gen Fund (Not Civil Serv) \$ 29,000; Gen Fund Civil Serv \$ 24,000; Other/Utilities: \$ 15,000- Add'l
1	Hilburn	Improve City Cemetery with GF Expiring debt saving and/or Cemetery Tax	Cemetery Tax up to 5 cents allowed by State Law. Expiring GF debt committed to Police and Fire increased pay rates. (\$132,000)
1	Mendoza	Find ways to use activity center for multi-purpose use. (basketball, volleyball). Funding source: Different companies in town	If approved by Council staff would approach local businesses
1	Michelson	Continue to improve infrastructure (drainage, street repairs) throughout the city	Complete 2015 CO and budget \$250,000 per year for street materials
1	Westmoreland	Enforce ordinances that pertain to unsightly properties all over town. Make homeowners/residents (because some may be renters) take pride in their environment. It is an eyesore to drive around town and see overgrown properties, junked cars, and stacks of trash on porches, in yards and driveways. All levels of socio-economic residents in this town have shown evidence of being disrespectful to their environment.	City has no esthetics ordinance currently. The term "unsightly" is subjective and is difficult to prove in court.
1	White	Economic Development-expanding budget to get staff qualified to help Sandra with recruitment, working with LEDC to either build Spec building or invest in more property, Main St program to relieve Sandra of a lot of those duties	Main Street Program would require another person and funding to work with local businesses while Economic Development would concentrate on new businesses and new jobs
2	Castillo	Economic Development	Need 12-15,000 sf of retail spaces with reasonable lease per sf and buildings that are 20 to 50,000 sf for industrial and manufacturing
2	Gonzales-Sanchez	Infrastructure: Continue City Infrastructure: Drainage, Street Repairs, Completion of Curbing, Brighter Lighting in Neighborhoods	Complete 2015 CO projects and need budget of \$250,000 per year for streets, continue water and sewer main replacements; continue electric distribution maintenance plan-get new substation on line. Replace bad water raw water mains and find additional water for the future. Most streets that lack curbing will need to be totally reconstructed. Brighter LED lights being experimented with since costs have come down.
2	Hilburn	Implement City Signage	Initial required funds up to \$40,000 if City Crew does the work; total cost could be more than \$70,000
2	Mendoza	New Park equipment. Funding Source: Each Councilmember responsible for a park and finding funding sources	Estimate: \$ 400,000 annually over next 4 years based on input from Parks Board Advisory Board
2	Michelson	Continue to improve ways to attract businesses to Lockhart	Need more 12-15,000 sf of retail spaces with reasonable lease per sf and buildings that are 20 to 50,000 sf for industrial and manufacturing
2	Westmoreland	Create a policy for the residency of future administrative positions to live within the Lockhart city limits. If an administrator wants to be employed by the City of Lockhart, they need to reside here. Sharing in the daily lives of our citizens seems crucial to making decisions about Lockhart. They are paid by city taxes.	It is not legal to require all department heads to live in the City limits; only the City Manager is required to do so. All non-24 emergency response employees must live within 25 minutes of City Limits
2	White	Continue street rehab	Need \$ 250,000 annually minimum for street work materials
3	Castillo	City Facilities	Not sure what this includes; can assess all departments for physical needs
3	Gonzales-Sanchez	Economic Development: Recruit more businesses especially retail and continue efforts ; contact existing and vacant bldg owners to see if they are willing to work with City to bring these small retail businesses, as well as industrial; possibly purchasing two downtown county buildings when on the market for possible new businesses in the downtown area. Stronger platform with LEDC with methods to sell Lockhart and attract businesses.	LEDC could fund another report but the company says our numbers still should be good. Costs estimated \$22,500 for updating data and recruitment. Prime softgood companies constantly want to be on Highway 183 in 12-15,000 sf and at a reasonable cost per sf plus higher traffic counts.

Lockhart City Council
FY 16-17 Goals
Revised 3-10-2016, 8:30 pm

Priority	Council Person	Goals Submitted	City Manager Comments
3	Hilburn	Continue improving city streets: Increase Transportation Fund	Current transportation monthly rate is \$ 4 for residential and others; \$260,000 annual which helps fund labor and equipment, but is not sufficient for materials. Another \$250,000 for materials is needed annually.
3	Mendoza	Wi-Fi Free Zones Downtown Square. Funding source City Budget, School District, Downtown sponsors	Rough estimate is about \$12,000
3	Michelson	Refurbish City Hall	If atrium removed, add more offices estimated at \$45,000 and more outside landscaping estimated at \$ 5,000; elevator going in with improvements to restrooms and offices
3	Westmoreland	Approach interested and future businesses cordially. Stringent ordinances (and the way they are approached), scare off some businesses. Let's be friendly in a positive way.	City Mgr respectfully requests names of such businesses. He has met with 18 business representatives over past 15 months that were looking at Lockhart but did not come. Except for the non-residential exterior building esthetics ordinance, none of them indicated a problem with the current ordinances or with staff. The main problems were high land prices and the lack of "ready built retail and industrial buildings", and traffic counts were not high enough. Most thought the impact fee schedules were very reasonable compared to other cities. Will continue to work toward friendlier customer service with simplified ordinances.
3	White	Park master plan to consider park bond issue, recreation dept and staff issues	Master Plan estimate: \$ 45,000, recreation dept est at least \$ 60,000 for a recreational professional with another \$30,000 for equipment and materials
4	Castillo	Employees Wages	Est Cost Per % Increase Annually: Gen Fund (Not Civil Serv) \$ 29,000; Gen Fund Civil Serv \$ 24,000; Other/Utilities: \$ 15,000- Add'l Cost FY 16-17 due to Civil Serv Pay Plan Expansions already approved: \$ 132,000
4	Gonzales-Sanchez	Police Task Force: Budget extra funds to bring back a much needed Police Task Force to address any drug and gang related problems this city is being faced with especially on the East side of our city. Possibly ask the County to assist with funding.	Initial required funds up to \$40,000 if City Crew does the work; total cost could be more than \$70,000
4	Hilburn	Continue working on bringing industry to Lockhart: Continue supporting Ms. Mauldin	LEDC is will have sufficient funding to be more aggressive starting FY 16-17
4	Mendoza	Training Start up: Neighborhood Watch Training and Program: Police Budget	Have tried Neighborhood Watch Program in past but was not sustained because of lack of participation. Willing to try again.
4	Michelson	Improve signage on HWY 183 as well as SH130 = directing people to Lockhart	Possibly use of some of the KTB grant money
4	Westmoreland	Evaluate and/or change the degree of the angled parking along the 4 blocks off of the square. This would be: Main Street from Market to Prairie Lea Street; Main Street from San Antonio Street to Walnut Street; Commerce Street from Market Street to Prairie Lea Street, and Commerce Street from San Antonio Street to Walnut Street. These parking spaces were made before long vehicles were made! If there are cars parked on both sides of the streets, only one car can pass through at a time. Then it becomes a one lane street. I have witnessed a different angled parking arrangement, and it provides more room and is much safer for the drivers and pedestrians.	Estimate to black out existing thermoplastic markings, redefine layout, and apply new thermoplastic markings with angle parking = \$ 12,000; will probably lose 4 spaces per block. 2 on each side
4	White	Branding and wayfinding—may be included in #1	Initial required funds up to \$40,000 if City Crew does the work; total cost could be more than \$70,000
5	Castillo	Parks	Estimate: \$ 400,000 annually over next 4 years based on input from Parks Board Advisory Board
5	Gonzales-Sanchez	Subdivision development to attract more businesses to Lockhart	Working with 6 more subdivisions, either new or expanding, and possibly one more very large one northwest.
5	Hilburn	Improve tourism in Lockhart - City Council continue to work with and encourage Chambers of Commerce to be more involved	Council can make this directive to Chambers when dividing out HOT funds
5	Mendoza	Finding more funding for Retail Market Study. Zip code demographics with reports. Funding LEDC	LEDC could fund another report but the company says our numbers still should be good. Costs estimated \$22,500 for updating data and recruitment.

Lockhart City Council
FY 16-17 Goals
Revised 3-10-2016, 8:30 pm

Priority	Council Person	Goals Submitted	City Manager Comments
5	Michelson	Work with LEDC or someone equivalent to build a building to help attract business	Need more 12-15,000 sf of retail spaces with reasonable lease per sf. Most softgood retailers want 12-15,000 on Hwy 183 at a reasonable price and increased traffic volumes
5	White	Sidewalks to include lighting	Funding required; for example San Jacinto to Jr High estimate is \$130,000 just for materials along Maple walkway
6	Gonzales-Sanchez	More Events to Attract Tourism in Lockhart and Include Way Finding Signage (Hotels and Restaurants)	Initial required funds up to \$40,000 if City Crew does the work; total cost could be more than \$70,000. Chambers could use HOT for more tourism.
6	Michelson	Continue to work on City Park improvements	Estimate: \$ 400,000 annually over next 4 years based on input from Parks Board Advisory Board
6	White	Pursue possible ESD-EMS district	Legal issue with participation by County and City of Luling preferable
7	Gonzales-Sanchez	Parks Improvemens: Purchase more park equipment to provide safe and fun filled parks for all to use.	Estimate: \$ 400,000 annually over next 4 years based on input from Parks Board Advisory Board
7	Mendoza	Start Talks With YMCA Austin again. Seek sponsors funding if necessary	Our population hurt in previous discussions, Will pursue again. They usually want commitment for a minimum number of individuals and families depending on population of not only City but its metro area
7	Michelson	Work on building a civic center/ recreation center	\$ 9 million plus land \$ 2.5 million for about 20,000 sf plus about \$240,000 annual maintenance costs and minimum of \$60,000 for utilities; estimated revenues offset is about \$60,000; take out recreation center and cost go down about 20%. It has been reported that Bastrop is spending over \$500,000 per year to operate its civic center. Revenues not covering costs.
7	White	Cemetery maintenance	Cemetery Tax up to 5 cents allowed by State Law
8	Gonzales-Sanchez	City Hall: Refurbish with Improvements and/or Upgrades	Elevator and improvements to restrooms planned; better offices for Connie and Sandra planned also.
9	Gonzales-Sanchez	Convention Center	\$ 9 million plus land \$ 2.5 million for about 20,000 sf plus about \$240,000 annual maintenance costs and minimum of \$60,000 for utilities; estimated revenues offset is about \$60,000; take out recreation center and cost go down about 20%. It has been reported that Bastrop is spending over \$500,000 per year to operate its civic center. Revenues not covering costs.
10	Gonzales-Sanchez	Employee: Possible additional Employee Holiday Time off-Alternating system	City employees now have 12 holidays and 1 personal holiday; time off is granted by seniority with department head responsible for keeping sufficient personnel to serve the public needs. Employees also receive at least 2 weeks of vacation time. Those employees required to work on holidays receive their normal pay plus holiday pay.

City of Lockhart
Future Debt Payments as of 9/30/18

Description		Paid Debt	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL DEBT
General Government																					
Hotel Tax Fund																					
2016 GO Refunding			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000								400,000
Total Hotel Tax Fund P & I			-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	-	-	-	-	-	400,000
LEDC																					
2015 Tax & Revenue	100.00%		48,093	48,044	48,103	48,152	63,645	63,670	63,513	63,543	63,555	63,643	63,687	65,647	65,544	65,575	65,482	65,579	65,538	65,676	1,048,596
Total LEDC Fund P & I			48,093	48,044	48,103	48,152	63,645	63,670	63,513	63,543	63,555	63,643	63,687	65,647	65,544	65,575	65,482	65,579	65,538	65,676	1,048,596
2015 Capital Projects Fund																					
2015 Tax & Revenue																					-
Total 2015 Capital Projects Fund Fund P & I			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drainage																					
2015 Tax & Revenue			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,700,000
Total Drainage Fund P & I			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,700,000
General Fund																					
2015 Tax & Revenue																					-
Total General Fund P & I			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Fund																					
2006 Tax & Rev CO's	100.00%		47,175	50,535	48,690	46,845															146,070
2006-A Tax & Rev CO's	93.00%		267,890	267,803	267,332	271,128															806,264
2015 Tax & Revenue	TRNSF		186,594	186,302	186,653	186,945	279,275	279,421	278,487	278,662	278,735	279,261	279,523	291,203	290,590	290,773	290,222	290,798	290,554	291,374	4,548,778
2015 Tax & Revenue	12.00%		117,779	117,659	117,803	117,923	155,867	155,927	155,543	155,615	155,645	155,861	155,969	160,769	160,517	160,592	160,365	160,602	160,502	160,831	2,567,990
2016 GO Refunding	74.84%		171,056	346,930	361,150	353,161	656,899	666,927	661,698	666,974	673,111	670,566	678,350	-	-	-	-	-	-	-	5,735,766
Total Debt Service Fund P & I			790,494	969,229	981,628	976,002	1,092,041	1,102,275	1,095,728	1,101,251	1,107,491	1,105,688	1,113,842	451,972	451,107	451,365	450,587	451,400	451,056	452,205	13,804,868
Total General Government			938,587	1,157,273	1,169,731	1,164,154	1,295,686	1,305,945	1,299,241	1,304,794	1,311,046	1,309,331	1,317,529	617,619	616,651	616,940	616,069	616,979	616,594	617,881	16,953,464

Future Debt Payments as of 9/30/18

Description	Paid Debt	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL DEBT
Proprietary																				
Electric Fund																				
2013 SIB Loan	30.81%	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,151	71,151	71,152			1,067,268
Total Electric Fund P & I	-	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,151	71,151	71,152	-	-	1,067,268
Water Fund																				
2006A Tax & Rev CO's	7.00%	20,164	20,157	20,122	20,408															60,687
2015 Tax & Revenue	49.60%	486,818	486,322	486,917	487,413	644,248	644,496	642,909	643,207	643,331	644,223	644,670	664,510	663,468	663,778	662,842	663,822	663,406	664,800	10,614,362
2016 GO Refunding	21.81%	49,849	101,103	105,247	102,919	191,435	194,357	192,833	194,371	196,159	195,418	197,686	-	-	-	-	-	-	-	1,671,528
2013 SIB Loan	35.80%	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676			1,240,140
Total Water Fund P & I	-	639,507	690,258	694,962	693,416	918,359	921,529	918,418	920,254	922,166	922,317	925,032	747,186	746,144	746,454	745,518	746,498	663,406	664,800	13,586,717
Sewer Fund																				
2015 Tax & Revenue	4.30%	42,204	42,161	42,213	42,256	55,852	55,874	55,736	55,752	55,773	55,850	55,889	57,609	57,518	57,545	57,464	57,549	57,513	57,643	920,197
2016 GO Refunding	3.35%	7,657	15,529	16,166	15,808	29,404	29,853	29,619	29,855	30,130	30,016	30,364	-	-	-	-	-	-	-	256,744
2013 SIB Loan	33.39%	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102			1,156,537
Total Sewer Fund P & I		126,963	134,793	135,481	135,166	162,359	162,829	162,457	162,710	163,005	162,968	163,356	134,711	134,620	134,648	134,566	134,651	57,513	57,643	2,333,478
Total Proprietary Fund P & I	-	837,621	896,203	901,594	899,733	1,151,869	1,155,510	1,152,026	1,154,116	1,156,323	1,156,436	1,159,539	953,049	951,915	952,253	951,236	952,301	720,919	722,443	16,987,463
Grand Total		1,776,208	2,053,476	2,071,326	2,063,887	2,447,555	2,461,455	2,451,267	2,458,910	2,467,369	2,465,767	2,477,068	1,570,668	1,568,566	1,569,193	1,567,305	1,569,280	1,337,513	1,340,324	33,940,927

City of Lockhart
2015 BOND PROGRAM

Cost	Notes	Task Name	Duration	Start	Finish	2015												2016												2017											
						Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
\$14,124,890.00		TOTAL PROJECT COST				[Gantt chart showing total project duration from Feb 2015 to Jan 2017]																																			
\$2,068,024.00	1	DRAINING IMPROVEMENTS CONTRACT 1 - Mesquite/Wichita Street & Richland Drive				[Gantt chart for Contract 1: Feb 2015 to Mar 2016]																																			
		Surveying Proposal	17 days	Fri 3/6/15	Sun 3/22/15	[Task bar]																																			
		Survey	30 days	Mon 3/23/15	Tue 4/21/15	[Task bar]																																			
		Acquisition	120 days	Wed 4/22/15	Wed 8/19/15	[Task bar]																																			
		Engineering Design	90 days	Wed 4/22/15	Mon 7/20/15	[Task bar]																																			
		Bid Ad/NTP	60 days	Tue 7/21/15	Fri 9/18/15	[Task bar]																																			
		Construction	180 days	Sat 9/19/15	Wed 3/16/16	[Task bar]																																			
\$1,999,200.00	2	DRAINAGE IMPROVEMENTS CONTRACT 2 - Century Oaks/Market Street, & Ash/Comal Streets				[Gantt chart for Contract 2: Mar 2015 to May 2016]																																			
		Surveying Proposal	17 days	Fri 3/6/15	Sun 3/22/15	[Task bar]																																			
		Survey	30 days	Sat 4/25/15	Sun 5/24/15	[Task bar]																																			
		Acquisition	150 days	Mon 5/25/15	Wed 10/21/15	[Task bar]																																			
		Engineering Design	120 days	Mon 5/25/15	Mon 9/21/15	[Task bar]																																			
		Bid Ad/NTP	60 days	Tue 9/22/15	Fri 11/20/15	[Task bar]																																			
		Construction	180 days	Sat 11/21/15	Wed 5/18/16	[Task bar]																																			
\$3,394,038.00	3	DRAINAGE IMPROVEMENTS CONTRACT 3 - Downtown Improvements Project				[Gantt chart for Contract 3: Aug 2015 to May 2017]																																			
		Surveying Proposal	15 days	Sun 8/2/15	Sun 8/16/15	[Task bar]																																			
		Survey	45 days	Mon 8/17/15	Wed 9/30/15	[Task bar]																																			
		Engineering Design	180 days	Thu 10/1/15	Mon 3/28/16	[Task bar]																																			
		Bid Ad/NTP	60 days	Tue 3/29/16	Fri 5/27/16	[Task bar]																																			
		Construction	365 days	Sat 5/28/16	Sat 5/27/17	[Task bar]																																			
\$323,400.00	4	DRAINAGE IMPROVEMENTS CONTRACT 4 - Medina & US183 Project				[Gantt chart for Contract 4: Nov 2015 to Jun 2016]																																			
		Surveying Proposal	15 days	Sun 11/1/15	Sun 11/15/15	[Task bar]																																			
		Survey	7 days	Mon 11/16/15	Sun 11/22/15	[Task bar]																																			
		Acquisition	90 days	Mon 11/23/15	Sat 2/20/16	[Task bar]																																			
		Engineering Design	60 days	Mon 11/23/15	Thu 1/21/16	[Task bar]																																			
		Bid Ad/NTP	60 days	Fri 1/22/16	Mon 3/21/16	[Task bar]																																			
		Construction	90 days	Tue 3/22/16	Sun 6/19/16	[Task bar]																																			
\$1,764,000.00	5	FM 2001 ELEVATED TANK PROJECT				[Gantt chart for Contract 5: Jan 2016 to Jun 2016]																																			
		Surveying Proposal	15 days	Sat 1/2/16	Sat 1/16/16	[Task bar]																																			
		Survey	15 days	Sun 1/17/16	Sun 1/31/16	[Task bar]																																			
		Acquisition	120 days	Mon 2/1/16	Mon 5/30/16	[Task bar]																																			
		Engineering Design	90 days	Mon 2/1/16	Sat 4/30/16	[Task bar]																																			
		Bid Ad/NTP	60 days	Sun 5/1/16	Wed 6/29/16	[Task bar]																																			

