

PUBLIC NOTICE

AGENDA

LOCKHART CITY COUNCIL

THURSDAY, OCTOBER 8, 2020

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 to the Lockhart City Council by the Girl Scout Troop #1057.

DISCUSSION ONLY

- A. Presentation by Garner Economics regarding Target Industry Strategy to be considered for adoption by Resolution 2020-23. 5-138
- B. Discuss minutes of the City Council meetings of August 31, 2020 and September 1, 2020. 161-167
- C. Discuss Interlocal Cooperation Agreement between the Lockhart Independent School District and the City of Lockhart for a School Resource Officer during the 2020-2021 school year. 168-183
- D. Discuss Economic Development Performance Agreement for a BIG Grant façade improvement with Lockhart Mercantile located at 116 S. Commerce Street. 184-192
- E. Discuss ground lease at the Lockhart Municipal Airport for the development of aviation related business and aircraft storage with Lockhart Hangar Partners, LLC. 193-223
- F. Discuss reinstating utility late fees and utility disconnections. 224-225
- G. Discuss the Mayor's declaration of local disaster regarding requiring face coverings, and addressing other matters related to COVID-19, if necessary. 226-234

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.)

4. **PUBLIC HEARING/COUNCIL ACTION**

- A. Hold a public hearing on applications ZC-20-11 and PDD-20-02 by Laura Toups on behalf of PHX15, LLC for a Zoning Change from CMB Commercial Medium Business District to PDD Planned Development District, including by-reference a revised Planned Development District Development Plan for Main Springs Planned Development, a proposed mixed-use development on 1.778 acres in the Byrd Lockhart Survey, Abstract No. 17, located at 416 North Church Street. 139-160
- B. Discussion and/or action to consider Ordinance 2020-25 amending the Official Zoning Map of the City of Lockhart, Texas, to reclassify the property known as 1.778 acres in the Byrd Lockhart Survey, Abstract No. 17, located at 416 North Church Street, from CMB Commercial Medium Business District to PDD Planned Development District, including by-reference a PDD Development Plan for Main Springs Planned Development.

5. **CONSENT AGENDA**

- A. Approve minutes of the City Council meetings of August 31, 2020 and September 1, 2020. 161-167
- B. Approve Resolution 2020-23 adopting a Target Industry Strategy Report. 5-138
- C. Approve Interlocal Cooperation Agreement between the Lockhart Independent School District and the City of Lockhart for a School Resource Officer during the 2020-2021 school year. 168-183
- D. Approve Economic Development Performance Agreement for a BIG Grant façade improvement with Lockhart Mercantile located at 116 S. Commerce Street. 184-192
- E. Approve ground lease at the Lockhart Municipal Airport for the development of aviation related business and aircraft storage with Lockhart Hangar Partners, LLC. 193-223

6. **DISCUSSION/ACTION ITEMS**

- A. Discussion and/or action to consider reinstating utility late fees and utility disconnections. 224-225
- 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. 226-234
- C. Discussion and/or action regarding appointments to various boards, commissions or committees. 235-243

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

- November 3 City Council meeting has been rescheduled to Thursday, November 5 due to the 2020 November General Election.
- Upcoming Civil Service exams: A police officer exam will be conducted on Friday, October 23 and a fire fighter exam will be held Saturday, October 24.
- Update on the 2020 U.S. Census.
- Update on the Union Pacific Railroad track crossing repairs at North Pecos Street.
- National Public Power Week and Fire Prevention Week: October 4-October 10.

8. **COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST**

(**Items of Community Interest defined below)

9. **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 2nd day of October 2020 at 3:25pm.

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION: Presentation of Target Industry Strategy by Garner Economics and Discussion and/or action regarding City Council Resolution 2020-23

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

ACTION REQUESTED:

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

BACKGROUND/SUMMARY/DISCUSSION:

In January, 2020, the City of Lockhart ("City") and the Lockhart Economic Development Corporation ("LEDC") retained Garner Economics, LLC to assist in preparing a "Competitive Realities Report and Target Industry Strategy" (TIS) in order to assist the City and the LEDC to focus its economic development priorities to help create jobs in the Community by focusing efforts that leverage the community's assets and strengths. It is a best practice for economic development organizations to conduct a study that looks at the industries that it can attract due to workforce size, makeup, skills, and education level in addition to what the community assets and liabilities are regarding real property available. This is the first study of this kind that the LEDC or the City of Lockhart has done and will provide the framework for our work over the next 5 years.

PROJECT SCHEDULE (if applicable):

AMOUNT & SOURCE OF FUNDING:

Finance Review initials _____

Funds Required:

Account Number:

Funds Available:

Account Name:

FISCAL NOTE (if applicable): N/A

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: LEDC Board unanimously passed LEDC Resolution 2020-01 adopting the Target Industry Strategy September 14, 2020.


STAFF RECOMMENDATION/REQUESTED MOTION: Staff recommends approval of Council Resolution 2020-23.

LIST OF SUPPORTING DOCUMENTS: Presentation power point, Target Industry Report, Resolution 2020-23, LEDC Draft Minutes of September 14, 2020, LEDC Resolution 2020-01

Department Head initials:



City Manager's Review:



Resolution 2020-23

**A RESOLUTION OF THE CITY COUNCIL OF LOCKHART, TEXAS
ADOPTING A TARGET INDUSTRY STRATEGY REPORT; PROVIDING
AN EFFECTIVE DATE**

WHEREAS, in January, 2020, the City of Lockhart (“City”) and the Lockhart Economic Development Corporation (“LEDC”) retained Garner Economics, LLC to assist in preparing a “Competitive Realities Report and Target Industry Strategy” in order to assist the City and the LEDC to focus its economic development priorities to help create jobs in the Community by focusing efforts that leverage the community’s assets and strengths.; and

WHEREAS, the TIS prepared by Garner Economics, LLC is complete and has been reviewed by the Board and staff of the LEDC; and

WHEREAS, it is the desire of the City Council of Lockhart, Texas to approve and adopt the TIS;

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

1. The foregoing recitals are adopted and incorporated herein for all purposes.
2. The report titled “Competitive Realities Report and Target Industry Strategy” prepared by Garner Economics, LLC, a copy of which is attached hereto, is hereby approved and adopted as the Target Industry Strategy for the LEDC.

ADOPTED AND APPROVED effective on this, the 8th day of October 2020.

City of Lockhart:

Lew White, Mayor

ATTEST:

APPROVED AS TO FORM:

Connie Constancio, City Secretary

Monte Akers, City Attorney



Garner | **Economics** LLC
solutions that work

A Competitive Realities
Report and Target
Industry Strategy for
Lockhart, Texas

July 2020

Prepared for the:

CITY OF
Lockhart
ECONOMIC DEVELOPMENT

Your Project Team

Core team for Lockhart



Jay Garner

Project Lead,
Assets and Challenges
Assessment, Strategic
Recommendations



Cyndi Dancy

Economic Assessment
and Business Targets

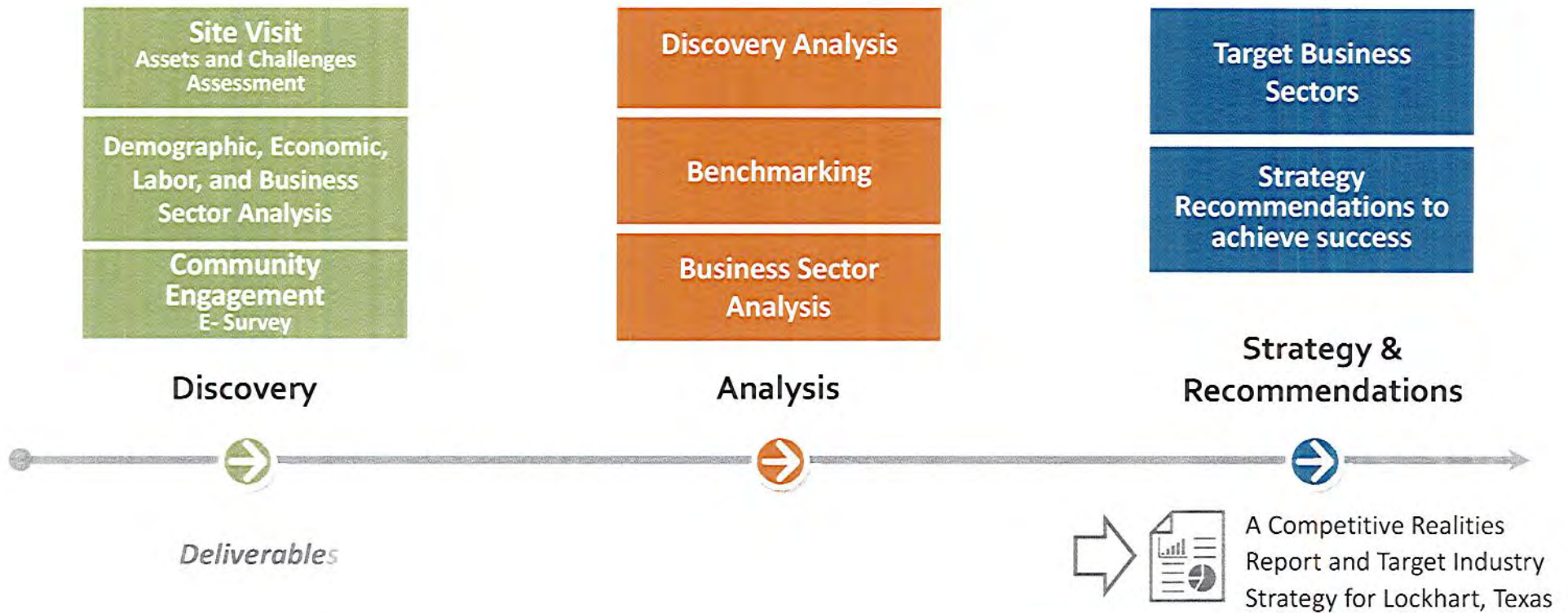


Tina Aitken

Community Engagement

2

Project Process



Key Findings



Stakeholder Engagement

“The biggest benefits to Lockhart from a business sense have so much to do with the proximity to other metros: cost, opportunity, infrastructure. By denying that, we are missing the mark on what we are.”

—Survey Respondent

“...we have capacity for continued growth and a collaborative community spirit.”

—Survey Respondent



“We have utility infrastructure and space to grow, but don't have adequate facilities for educational and industrial growth.”

—Survey Respondent

31 Survey Responses

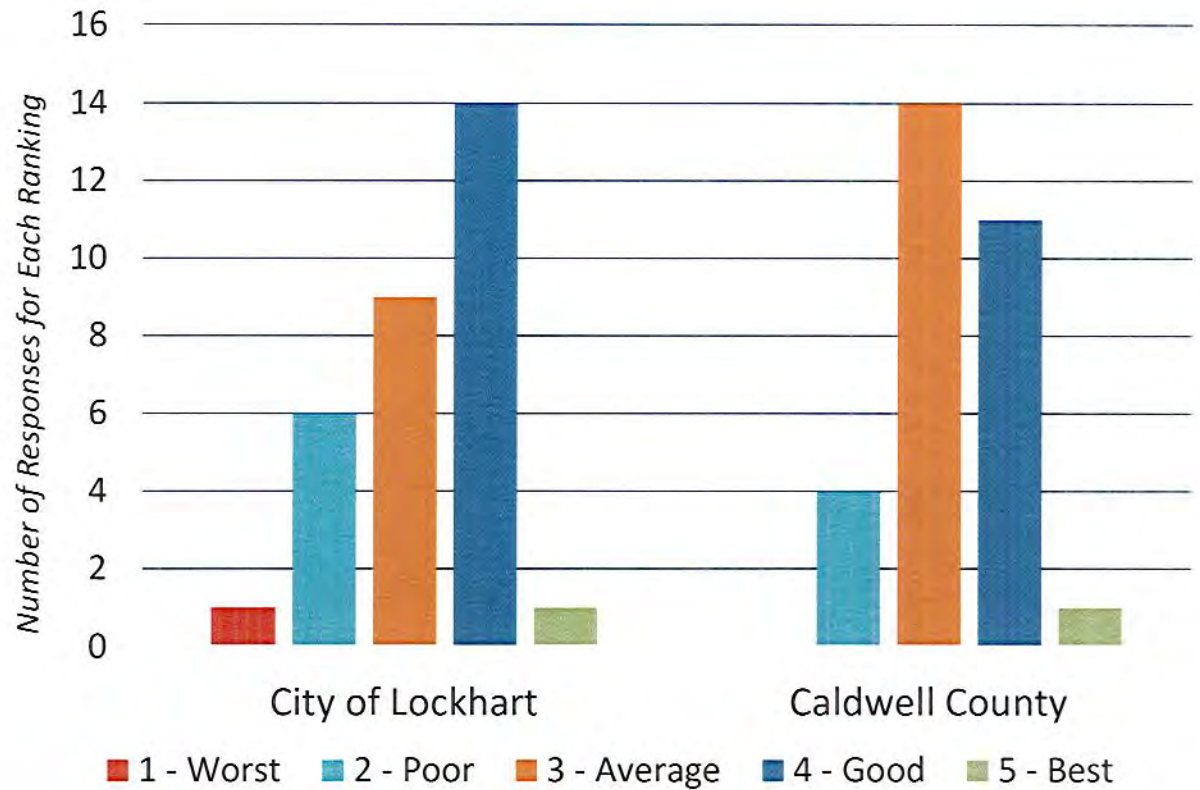
What Stakeholders Think

Business Climate Rankings

Participants gave the City and the County slightly above average rankings.

- Average score for the City of Lockhart was **3.26**
- Average score for the Caldwell County was **3.3**

Focus Group Business Climate Rankings 1–5, with 3 being average and 5 being the best



12

What Stakeholders Think

Survey respondents believe the following:



Product & Infrastructure Challenges

Workforce Concerns

Quality of Place

- Lack of available space or sites
- Roads and public transportation
- Broadband internet access
- Challenging local regulations, processes and cost of doing business
- Small local labor pool
- Lack of available skilled labor
- Insufficient training coordination
- Lack of housing options
- Needing hospital/ healthcare options

A Site Selector's Perspective: Assets and Challenges Assessment

ASSETS 17 ↑

- Centrally located
- Air passenger service
- Availability of managerial personnel
- Cost of labor (Caldwell County)
- Within ½ hour of major university
- Level of funding for local ED
- Tax-exempt financing
- Low-interest loans for small business
- Funding startups or early-stage funding
- City financing available
- Water/wastewater capacity
- Local incentives
- Median property taxes (Caldwell)
- Cost-of-living index
- Level of crime

NEUTRAL 14 ↔

- Interstate highways accessibility
- Rail service
- General aviation airport
- Broadband availability and speeds
- Availability of skilled industrial workers
- Adequate level of professional staff
- Fully served and attractive flex sites
- Water and sewer lines to sites
- Availability of moderate-cost housing
- Level of cultural activity
- Availability of recreational opportunities
- General appearance of the community
- Variety of local restaurants
- Appearance of the CBD

CHALLENGES 16 ↓

- Availability of clerical/support workers
- Computer/mathematical specialists
- Postsecondary vocational training
- Public and private sectors in ED activities
- ED organization has a strategic plan
- Cooperation among ED organizations
- Fully served and attractive office sites
- Suitable flex space & office space
- Condition/maintenance of local streets
- SAT/ACT test scores
- Business permitting procedures and costs
- Availability of executive-level housing
- Availability of apartments
- Adequate medical facilities
- First-class hotels, motels, and resorts

Benchmarking

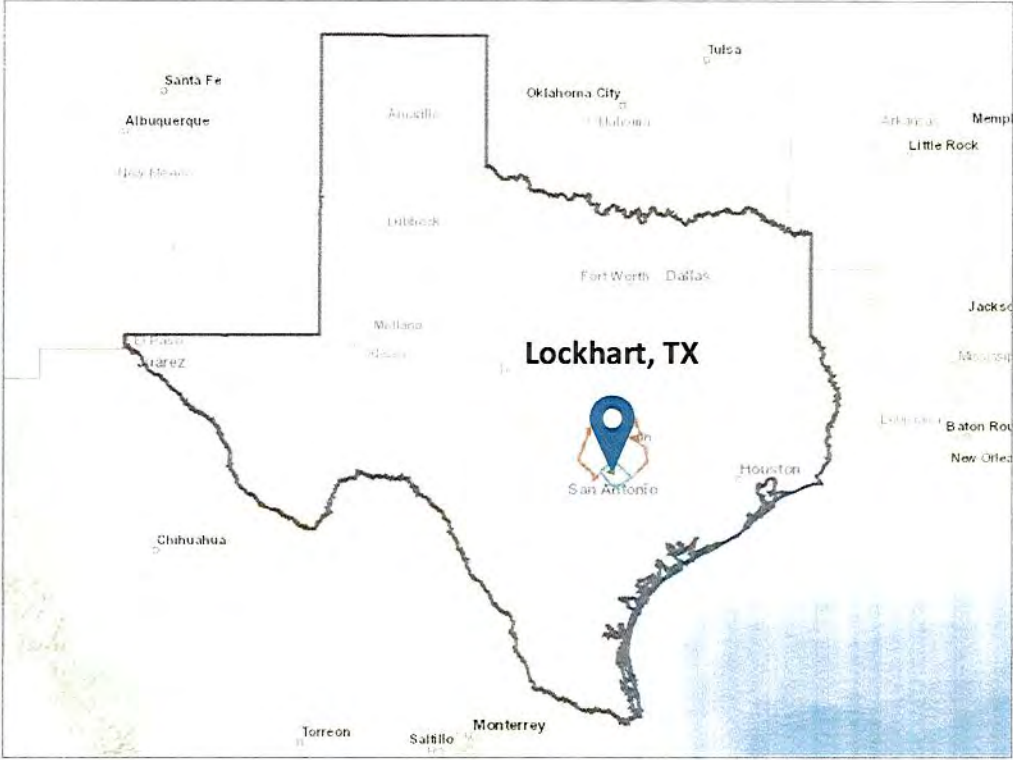


Caldwell County

Austin Metro

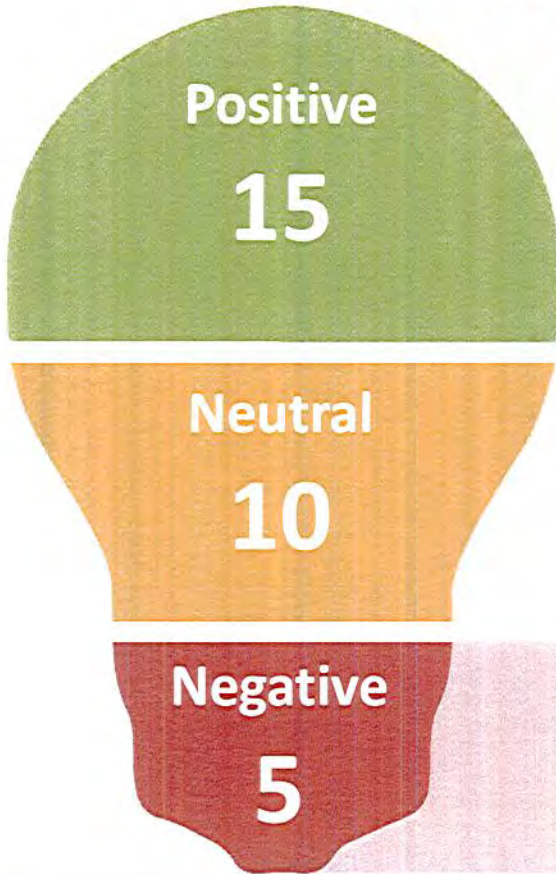
Texas

The Nation



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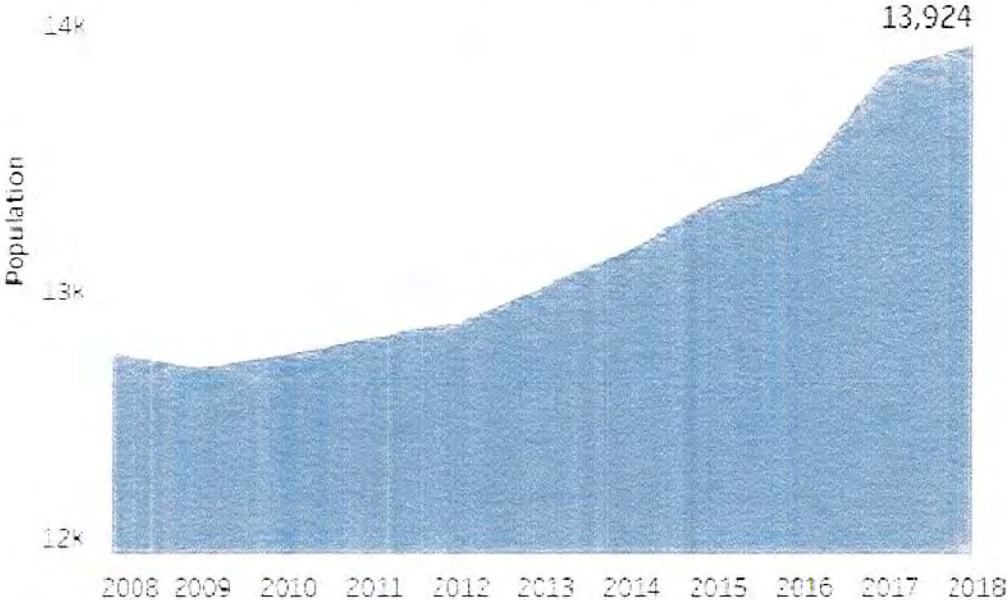
Economic and Labor Assessment



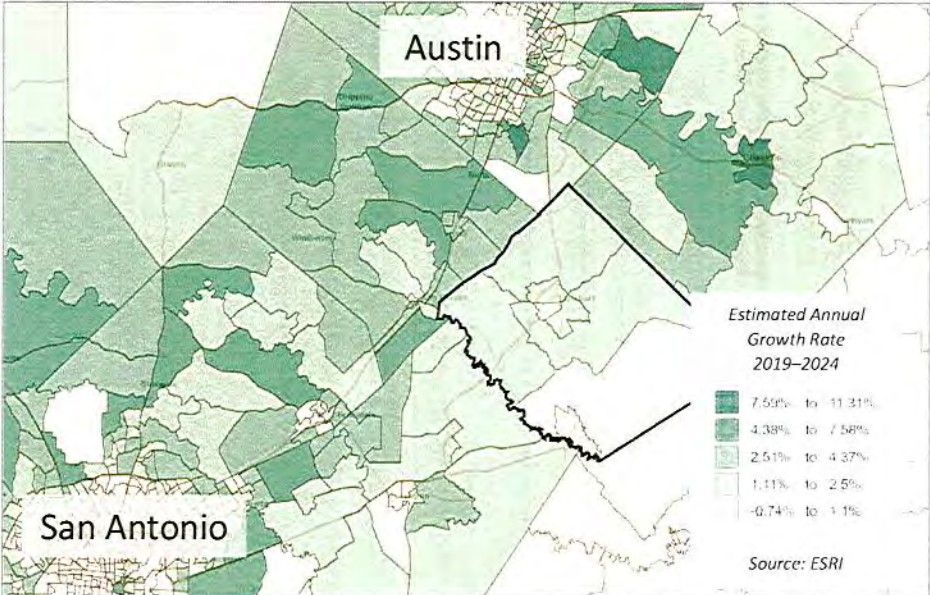
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| <ul style="list-style-type: none"> • Age Distribution • Diversity • Secondary School: Graduation Rates • Household Income Change • Poverty | <ul style="list-style-type: none"> • Crime Rates • Cost of Living • Air Service • Labor Force and Unemployment • Labor Force Families • Labor Force Draw | <ul style="list-style-type: none"> • Job Growth • Estimated Annual Wages • Industry Sector Composition • Degrees & Certifications |
| <ul style="list-style-type: none"> • Population Trends • Change in Age Distribution • Migration/Geographic Mobility | <ul style="list-style-type: none"> • Commuting Patterns • Commuting Trends • Educational Attainment • Household Income | <ul style="list-style-type: none"> • Per Capita Income • Broadband Access/Speed • Colleges and Universities |
| <ul style="list-style-type: none"> • Educational Attainment • Secondary School: ACT & SAT Scores | <ul style="list-style-type: none"> • Labor Force Participation • Self-Employment • Startups | |

Strong Population Growth

Population Growth 2008-2018

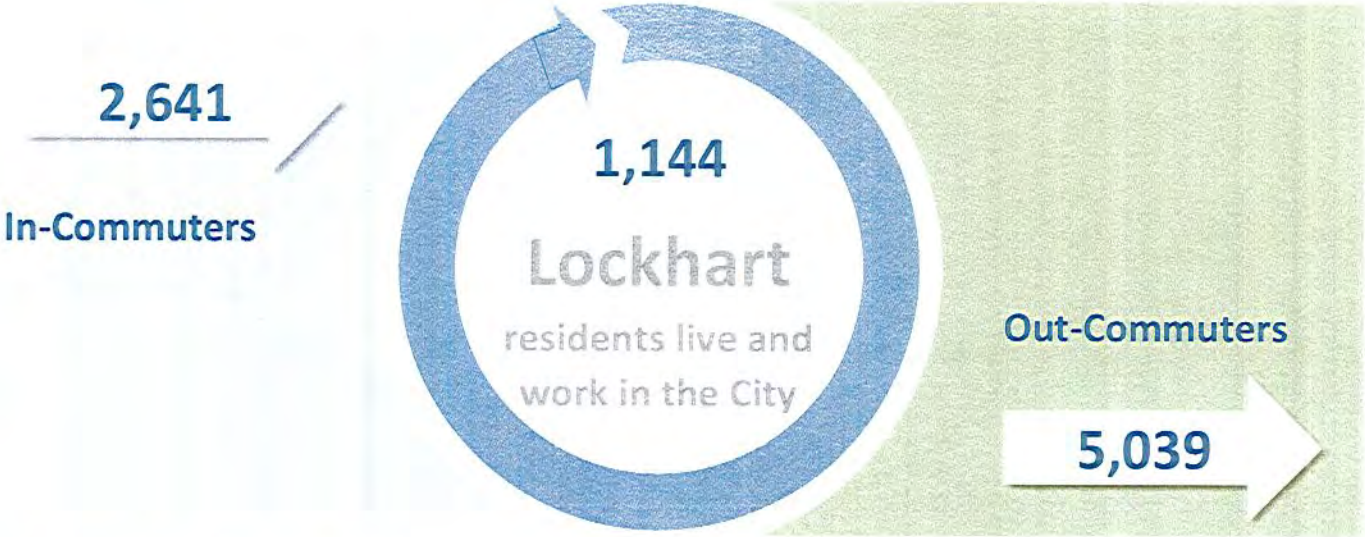


Projected Growth 2019-2024



17

Commuting Patterns: Net Outflow



**Net outflow of
2,398 workers**

1,997 residents commute to Austin/Travis County



Source: US Census, Garner Economics

45 Minute Drive-Time Analysis

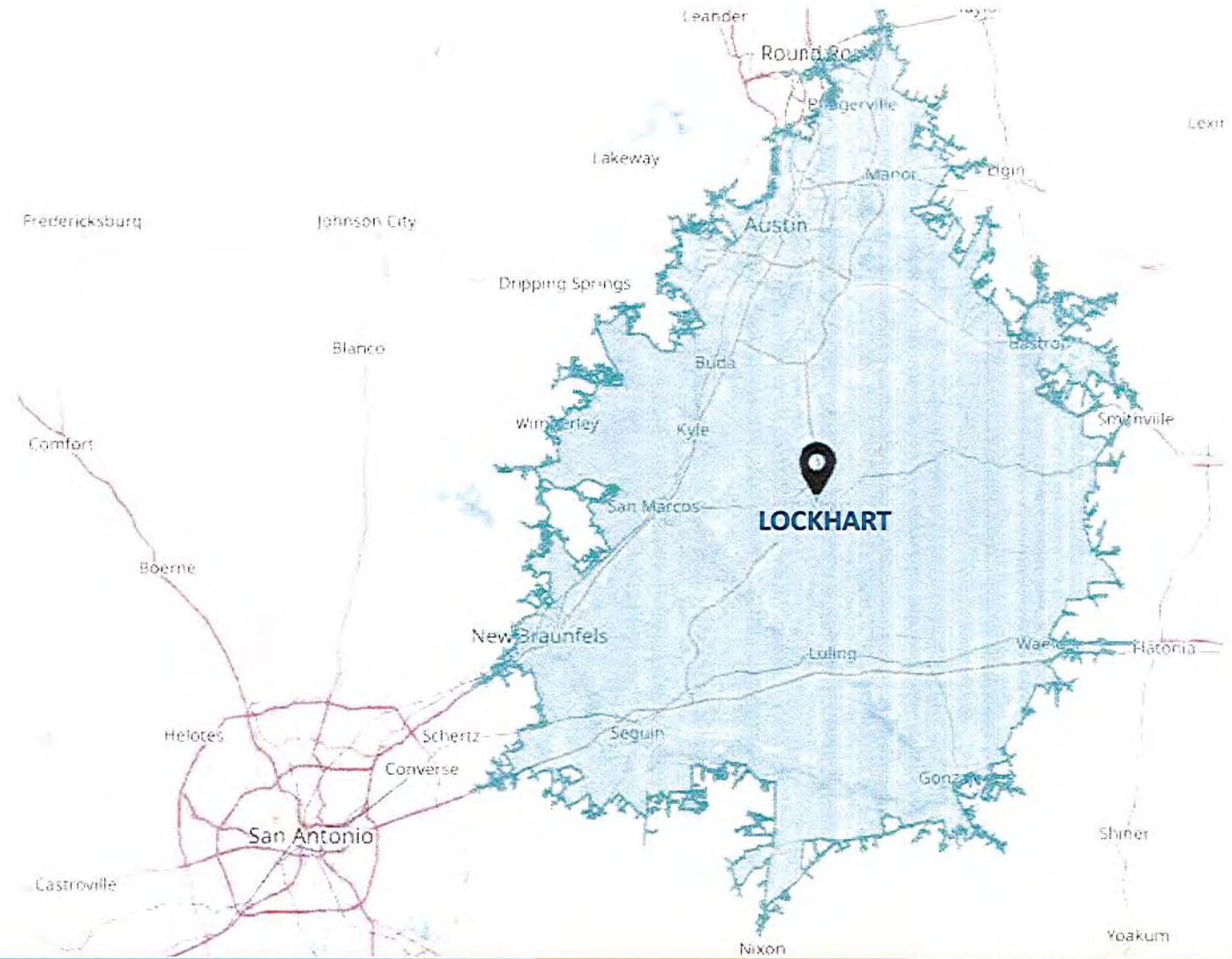
1,426,918

Population

777,066

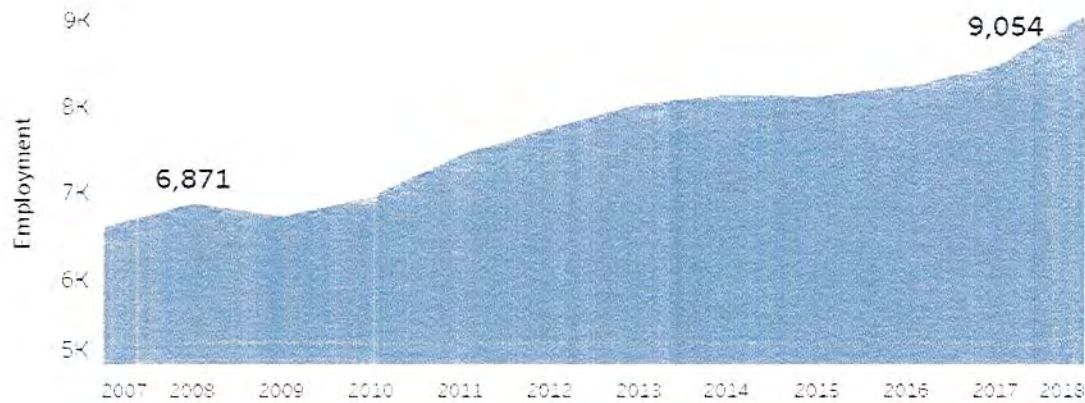
Labor Force

As of March 1, 2020



61

Jobs and Wages



Caldwell County
Total Employment 2018

9,054

Employment Growth
2013-2018

1,037



Caldwell County
Average Wage

\$40,320

Wage Growth
2013-2018

2%

Source: Bureau of Labor Statistics, Garner Economics

Employees

Optimal Targets



- Based on the site-specific characteristics of Lockhart, Texas
- Business targets chosen based on best match with unique competitive advantages

Optimal Targets for Lockhart

Auto Parts, Metal & Electronic Mfg.

- Auto Parts Mfg
 - Seating & Interior Trim
 - Brake Systems
 - Electronic equipment
 - Tires
- Computer & Peripheral Equipment Mfg.
- Electrical Equipment & Component Mfg.
- Metal Product Mfg.

- Architectural & Structural Metals Mfg.
- HVAC/R Equipment Mfg.
- Metalworking Machinery Mfg.
- Industrial Machinery Mfg.
- Machine Shops
- Battery Mfg.

Food & Beverage Processing

- Seasoning & Dressing Mfg.
- Snack Food Mfg.
- Specialty Food & Flavoring Mfg.
- Fruit & Vegetable Processing
- Frozen Food Mfg.
- Soft Drink & Ice Mfg.

- Wineries, Distilleries & Breweries
- Bakeries & Tortilla Mfg.
- Meat Processing
- Animal Food Mfg.
- Grocery Wholesalers
- Refrigerated Warehousing & Storage
- Farm Product Wholesalers, Warehousing

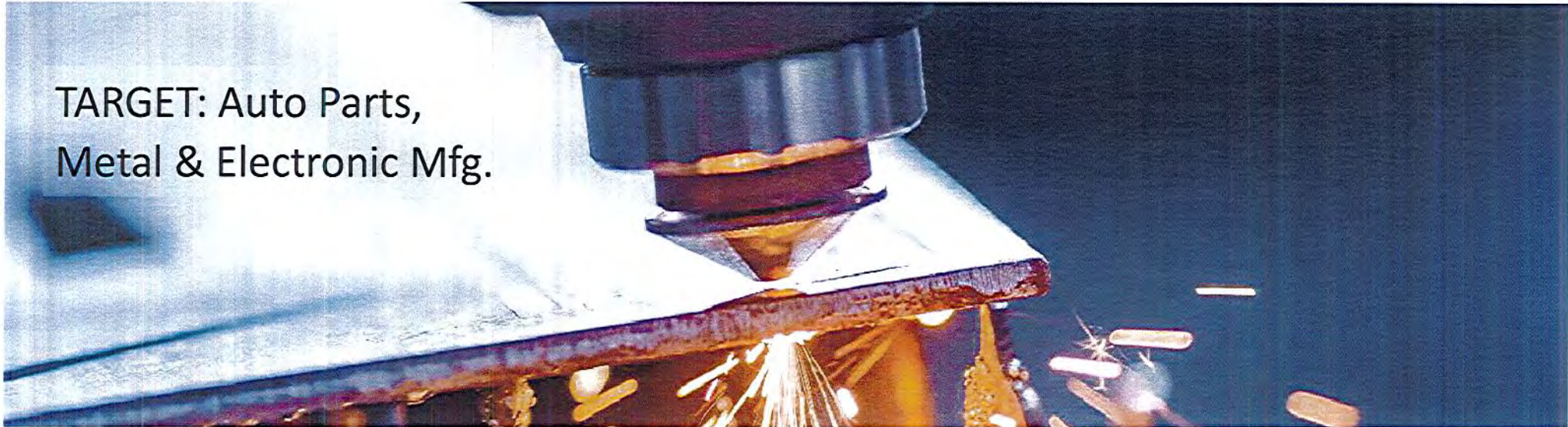
Logistics & Distribution

- E-Commerce
- Logistics Consulting
- Freight Forwarders
- Distribution, Durable & Nondurable Goods
- Trucking & Specialized Freight
- Other Support Activities for Transportation
- Packaging & Labeling Services
- Device & Personal Protection (PPE) Distribution

Pharmaceutical, Medical Supplies & Medical Device Mfg.

- Pharmaceutical Mfg.
- Health & Wellness Consumer Goods
- Medical Device Mfg.





TARGET: Auto Parts,
Metal & Electronic Mfg.

- Proximity to vehicle assembly plants: Tesla, GM, Peterbilt, and Toyota – Tier 2 & 3 suppliers
- 45-Minute drive-time labor shed has nearly 60,000 manufacturing workers
- Other sectors include metalworking, architectural & structural metals, electronics

Average national earnings = \$70,145

10-year growth = 17.7%

Projected growth = 2.2%

TARGET: Food & Beverage Processing



- Agricultural products in region
- 75 - 100 million sf of industrial freezer/cooler space needed to meet demand generated by online grocery sales
- Ample water supply

Average national earnings = \$51,619
10-year growth = 14.2%
Projected growth = 5%



TARGET: Logistics & Distribution

- Demand continues to grow due to e-commerce
- Forecasted that supply chain resiliency efforts will lead to additional 750 million to a billion sf of industrial space
- Proximity to Austin and other Texas metros, and to Mexico
- *Transportation & Warehousing* industry employment growing locally – 11% over past year in county

Average national earnings = \$69,763

10-year growth = 16.9%

Projected growth = 7.9%



TARGET:

Pharmaceutical,
Medical Supplies &
Medical Device Mfg.

- COVID pandemic reshaping supply chain for pharma, medical equipment and supplies
- Pharmaceutical manufacturing in focus – not R&D
- Associated metalworking (medical equipment) and food & beverage processing (pharma) target similar skill sets
- Availability of water for pharmaceutical manufacturing a plus

Average national
earnings = \$97,776

10-year growth = 11.7%

Projected growth = 7.5%

Recommendations to Achieve Success

1

Asset Development/ Execute Effectively

2

Communicate the Brand

Asset Development/Execute Effectively

1 Develop your sites and buildings inventory



- Extend infrastructure to make shovel-ready sites
- Acquire 100 acre site for next industrial park
- Develop industrial shell/spec building
 - 50,000 sf expandable to 100,000 sf

***“No Product,
No Project™”***

Asset Development/Execute Effectively

2

Create a culture of “yes” within the City’s permitting and regulatory process



Regulatory introspection of the City’s planning, zoning and inspection process

- Examine to determine stakeholder feedback is real or perceived
 - If perceived, focus on communication
 - If real, deep dive into the process

Asset Development/Execute Effectively

3

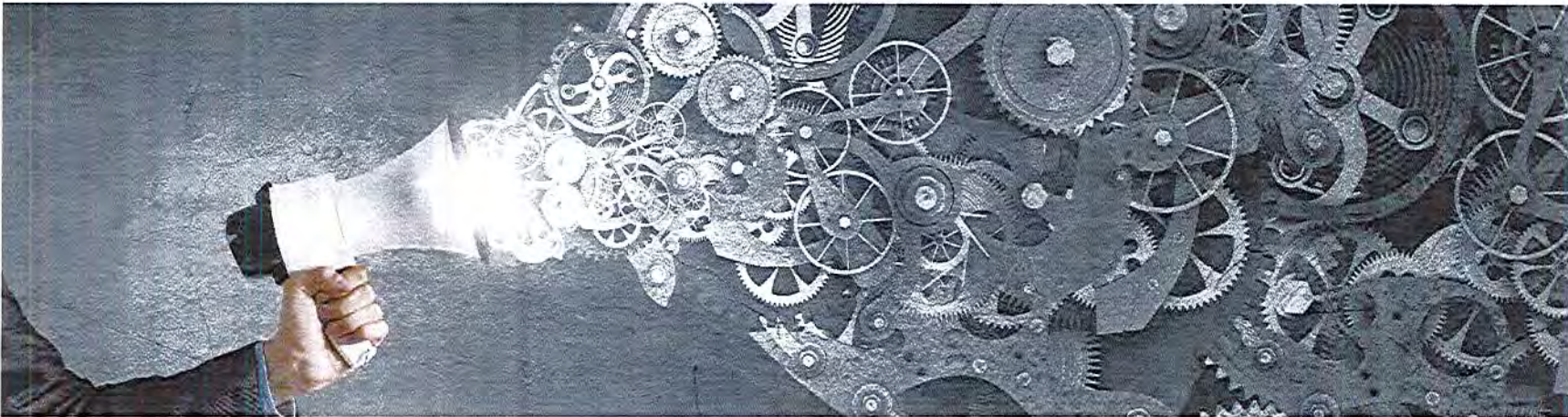
Develop and sustain a coordinated effort for workforce training



- No vocational or community college for general population
- Explore joint venture for training of skills that have the most demand

Communicate the Brand

1 Conduct external outreach to companies and consultants

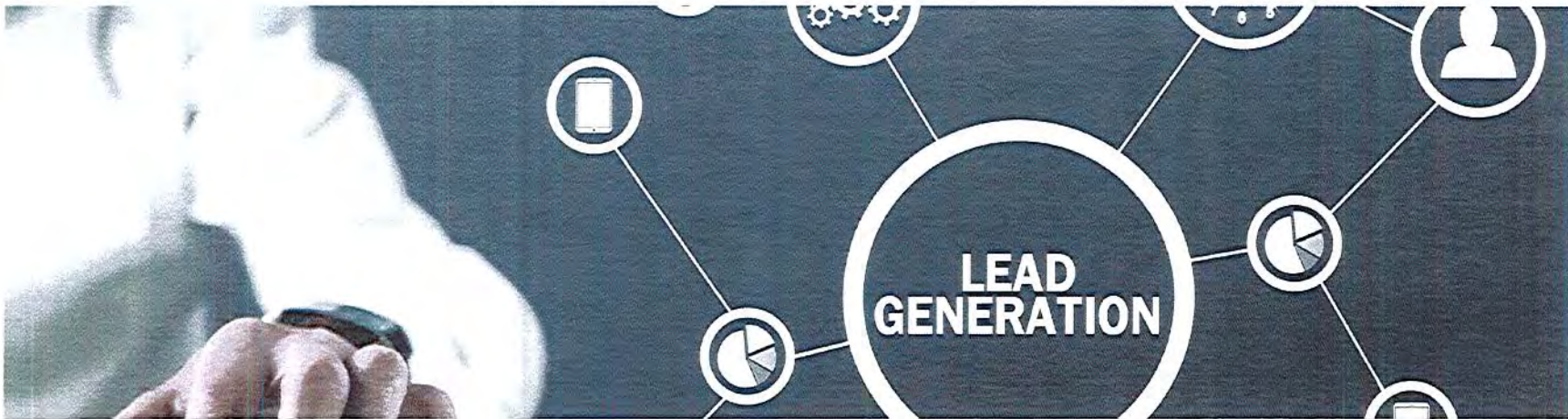


- Partner with regional groups and Caldwell County
- Call on location advisors in major markets

***“Market Regionally,
Sell Locally™”***

Communicate the Brand

2 Create a lead-generation program



- Jump-start marketing to targets
- Seek expert specialists
- Conduct focused outreach when product is available



1

Asset Development/
Execute Effectively

2

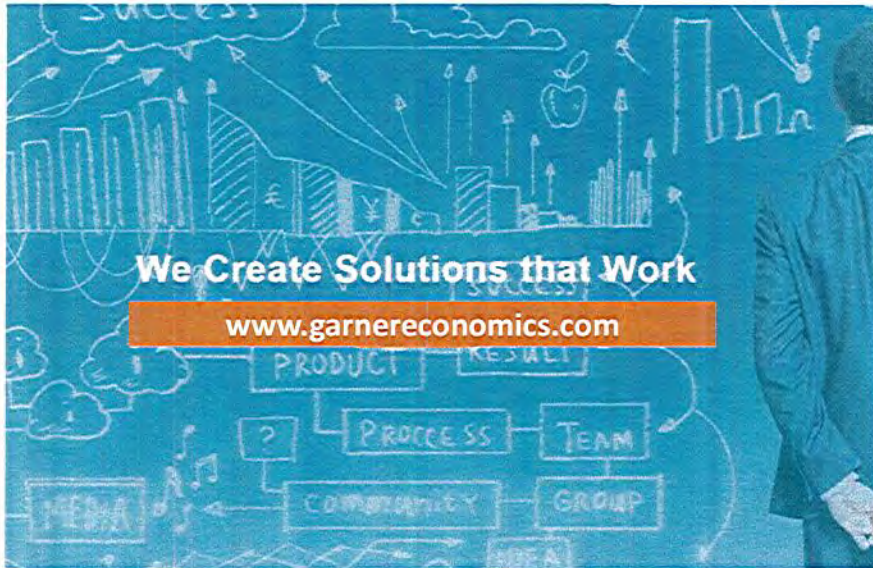
Communicate
the Brand



Thank You!

Garner Economics would like to thank the City of Lockhart and its economic development director, Mike Kamerlander, and the City's city manager, Steve Lewis, along with City leadership for their help and assistance during this process. Their compilation of data and information, as well as their openness and willingness to explore various opportunities to strengthen operations, have contributed to the richness and rigor of this report.

Garner Economics LLC
solutions that work



jay@garnereconomics.com
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Garner Economics LLC



Garner Economics LLC; Jay Garner



@jaygarner1



Garner | Economics LLC
solutions that work

A Competitive Realities
Report and Target
Industry Strategy for
Lockhart, Texas

July 2020

Prepared for the:

City of Lockhart
ECONOMIC DEVELOPMENT CORPORATION

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Intro & Executive Summary

In January 2020, the City of Lockhart (City) and its Economic Development Corporation (EDC) retained Garner Economics, LLC to help craft a COMPETITIVE REALITIES REPORT AND TARGET INDUSTRY STRATEGY to focus its economic development priorities.

This engagement compiled data, analyzed qualitative and quantitative factors that impact the area’s competitiveness as a business location, and offers observations for the EDC to understand the optimal targets that exist for the City and the value the region offers to those targets.

Lockhart, Texas



The resulting Target Industry Strategy (TIS) details the product improvement and marketing to the targeted industries needed to ensure that the City strengthens its competitive position.

The goal of the TIS is to help Lockhart attract and retain businesses that will create jobs by focusing efforts that leverage the community’s assets and strengths.

Specifically, the scope of services for the overall project included:

- A comprehensive and holistic assessment of key forces driving Lockhart’s economy;
- An Assets & Challenges Assessment (A&C) of Lockhart and Caldwell County from the perspective of a site-location advisor that facilitates investment decisions;
- Recommendations for business targets suitable for Lockhart to pursue, based on our research and analysis; and finally,
- A set of implementable recommendations that the EDC and other organizations may use to enhance the economic vitality of Lockhart.

Figure 1: Project Process



Assets & Challenges Assessment (A&C)

Garner Economics conducted an A&C (sometimes referred to as a SWOT analysis) of Lockhart and Caldwell County. This was done through a comprehensive tour of the area that assessed the City against a predetermined list of investment factors. The evaluation was taken from a site-selection perspective. Garner Economics assessed the area based on the qualities, elements, and infrastructure that a business would examine when evaluating a location as a place for its operations or as an investment. The A&C is both an objective and subjective evaluation of the area. The assessment allows us to document challenges that exist in the community that constitute potential barriers for successful targeted business recruitment to occur. By knowing what challenges or gaps exist, the region can take the steps necessary to mitigate the situation, strengthen its overall “product,” and be a more attractive business location for the targets. Likewise, by knowing its strengths, the EDC can better leverage them in efforts to attract businesses.

Stakeholder Input

As a complement to the assessment of the physical structure of the City, Garner Economics conducted an electronic survey to the City’s key economic development stakeholders. The purpose was to solicit perceptions of the area’s business climate from the City’s economic development partners’ perspective. We also reviewed the City’s most recent 2020/2021 Strategic Priorities document, of which items related to the development of new product (industrial parks), and, customer service to the City’s residents and investors are addressed as recommendations in this report (Chapter 8).

Target Industries Strategy (TIS)

The analysis in the above-mentioned workstreams revealed that the City has many assets upon which to build. The TIS identifies and provides the rationale for the target sectors that will both diversify the industry mix in the area as well as build on current areas of strengths. These targets are “best fits” for the area and are recommended, given the attributes and assets of the City as a whole.

The description of and rationale for the targets detailed in Chapter 3 will help the EDC prioritize marketing resources and will identify areas where policymakers can act to increase the area’s competitive position in attracting and retaining these business sectors.

The identified target business sectors are listed at right.



Auto Parts, Metal & Electronic Mfg.



Food & Beverage Processing



Logistics & Distribution



Pharmaceutical, Medical Supplies & Medical Device Mfg.

Recommendations

Chapter 8 offers a set of implementable recommendations that will help Lockhart and the EDC focus efforts to attract high-quality companies and talent. The recommendations reflect items that the City should undertake to highlight its value proposition to companies looking to invest in the area as well as tactics the EDC can use to leverage strengths and effectively market the City to the recommended targets.

Asset Development/Execute Effectively	Communicate the Brand
What Lockhart needs to do to have the assets and infrastructure in place that will allow the City to compete globally in the attraction and retention of business and implement effectively.	Tell the Lockhart Story globally to attract both talent and investment.

26

Chapter 1: Dashboard Summary

Demographic, Labor & Economic Indicators


Positive **15**

- Age Distribution
- Diversity
- Secondary School: Graduation Rates
- Household Income Change
- Poverty
- Crime Rates
- Cost of Living
- Air Service
- Labor Force & Unemployment
- Labor Force Families
- Labor Force Draw
- Job Growth
- Estimated Annual Wages
- Industry Sector Composition
- Degrees & Certifications


Neutral **10**

- Population Trends
- Change in Age Distribution
- Migration/Geographic Mobility
- Commuting Patterns
- Commuting Trends
- Educational Attainment Trends
- Household Income
- Per Capita Income
- Broadband Access & Speed
- Colleges & Universities


Negative **5**

- Educational Attainment
- Secondary School: ACT & SAT Scores
- Labor Force Participation
- Self-Employment
- Startups

Chapter 2: Stakeholder Engagement



Community input is a vital part of the strategic planning process. Feedback from stakeholders provides a context around the data accumulated in Phase I of the project and is a way to validate conclusions. Similarly, the input often raises issues or nuances that are critical to understanding the community; these insights may or may not be discernible through desktop research and on-site tours.

Therefore, Garner Economics developed a survey for the City's economic development stakeholder community to solicit feedback on the business climate in the City. The survey was open April 13-30, 2020, and was completed by 31 people.

The comments below summarize the key themes that were probed in the survey. For questions that were not open-ended, respondents were given the option of providing further comments. Appendix A provides more detail about the survey responses.

Note: The comments below are summarized from the selected answers or open-ended text responses to the survey. The responses are reported as they were offered; they may not necessarily be statements of fact but could be opinions or perceptions.

1. Words That Describe Lockhart

When asked to choose among a set of words to describe Lockhart, survey respondents most frequently noted *growing* (34%) and *historical* (28%). Additional comments suggest that there are at least two camps within the stakeholder group. Some describe the City in rather glowing terms. They provided comments that note the friendliness of the City and the City's support of businesses. Other respondents note that building regulation is too restrictive.

The responses also suggest that stakeholders see the need for the City to be proactive in how Lockhart grows. Commenters noted its status as a commuter community and suggested the need to create jobs in the City so people can live and work there.

2. Strengths and Weaknesses

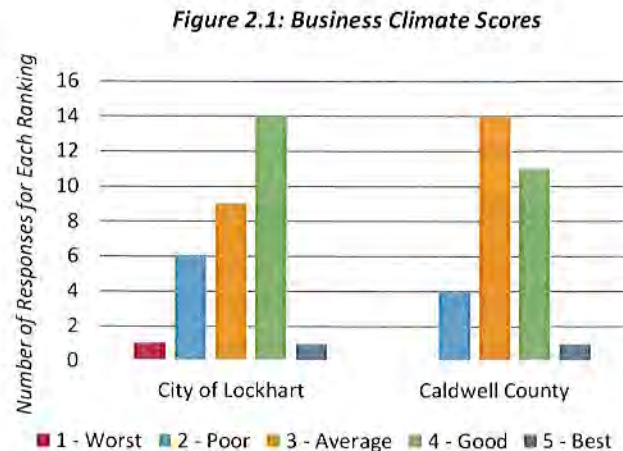
Respondents were asked to list up to three obstacles or challenges they see in the City's ability to attract, expand, or retain business and investments. The most-noted sentiments included frustration with regulations, processes, and costs of doing business in the City; the lack of housing options; and the lack of a plan to accommodate or enhance growth. The lack of available space or sites, the lack of an educated or motivated workforce, and a perception of an anti-growth sentiment within the community were also noted.

Respondents were later asked to choose from a list of five options to indicate what they believe are Lockhart's strengths. The City's location and proximity to other Texas cities and Austin-Bergstrom International Airport were most frequently noted.

3. Business Climate

Survey respondents were asked to rank the City of Lockhart and Caldwell County on their business climate, with “1” being the worst and “5” being the best. Business climate was defined as “those policies and laws enacted by the local governments, that impact businesses in Lockhart (either positively or negatively).”

All 31 respondents provided a score for Lockhart. The average score was 3.26. (3.0 is considered average.) Thirty of the survey respondents provided a score for Caldwell County. The average score was 3.30.



4. Labor and Optimal Company Mix

Respondents were asked to choose from a list of five options to reflect their thoughts of the current labor situation in the area in terms of both quality and availability. Having a small, local labor pool and a lack of available skilled labor were the two most frequently chosen responses. In addition to the options provided, respondents noted that there is a lack of “good” jobs currently available and the area lacks workforce training coordination.

Survey respondents were also asked to choose between a set of seven types of companies that they believe would be a good fit for Lockhart. Of the seven, *Manufacturing* was listed by the most responses, followed by hospitality and high-tech companies.

5. Infrastructure in the City

Survey respondents were asked to note which areas of the City’s infrastructure are weak or lacking. Mirroring some of the responses provided in the question above regarding obstacles, 42% of the respondents noted that roads and public transportation are an issue, followed by 25% noting internet and broadband as lacking. Within the write-in comments, respondents noted several areas of the City’s soft infrastructure, such as the lack of a hospital and healthcare (noted in seven of the 11 comments), educational facilities, and amenities for residents.

6. Community Vision

When asked what could be done to change the community if one need not worry about money or politics, several of the open-ended responses addressed the need to support and improve the public schools. Other responses noted by more than one respondent included the community managing and embracing change, strengthening and being more innovative in the City’s economic development efforts, ensuring that whatever change takes place benefits all citizens, improving the community’s quality of place, and working to increase community pride.

7. Initiatives That Are Having or Could Have a Positive Impact on Lockhart

Respondents were asked to note initiatives currently underway to improve the City. The large majority of responses pointed to programming and events that bring the community together and raise the attractiveness of living in the City. Several respondents noted the work that the schools are doing to improve the children’s education and better prepare them to enter the workforce.

Similarly, respondents were asked to list programs in peer/competitor cities or regions that Lockhart should consider. The responses also centered around ways to increase community pride (e.g., main street activities in other communities). Austin, Bastrop, and Pflugerville examples were provided.

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8. Impacts of COVID-19 and Ways the City Can Help

Nearly 90% of the respondents (25 of the 28 answering the question; three chose the option “Non-applicable”) said that they expect that their business will be able to regain profitability at some point this year. When asked what the City can do to help companies return to profitable operations, the two responses offered were to open restaurants and to balance the housing inventory in the City so people could live there and make it easier to attract industry.

9. Other Issues to Consider

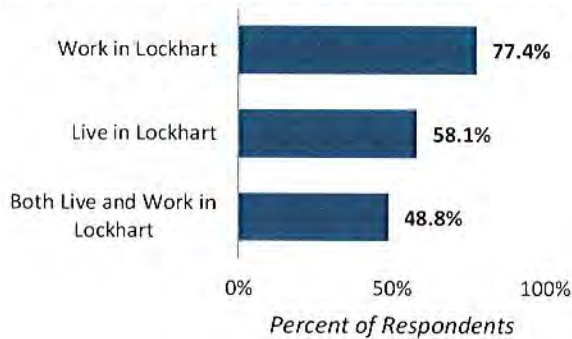
The final question of the survey asked respondents whether there are other issues that should be considered in forming the economic development strategy. The responses suggested balancing the economic growth and the quality of place of the City and ensuring that the resulting strategy is known by all. A few responses suggested other ways to incentivize companies to move to the City.

Appendix A provides further detail on the survey responses. Figures 1.2 and 1.3 describe the perspectives of survey respondents.

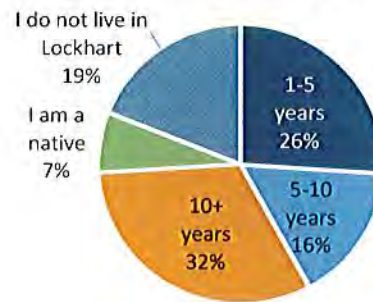
Figure 2.2: Survey Responses

A: Survey Respondents

Please indicate the ZIP code where you live and where you work.



How long have you lived in Lockhart?



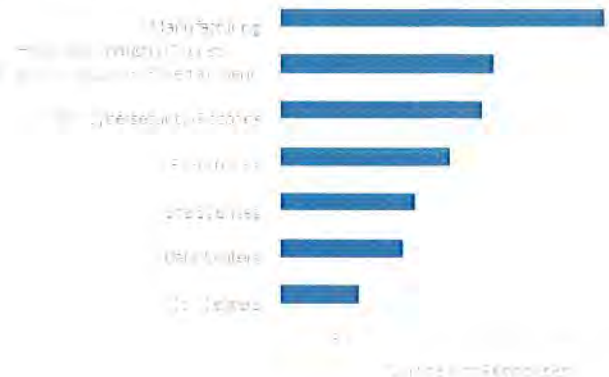
B. Impressions about the Workforce and Companies

How would you describe the current labor situation in the area

in terms of BOTH quality AND availability? (Select up to three responses.)

What types of companies do you think would

be a good fit for the area? (Select all that apply.)






Chapter 3: Assets & Challenges Assessment

Lockhart offers a unique mix of assets for businesses that are contemplating relocation, expansion, or a startup. Our approach in conducting the A&C is to employ the same criteria and methodology we use when we conduct a community evaluation for our corporate clients when exploring locations for investment. By understanding the City's assets and challenges from a location strategy perspective, we believe that it will be better positioned to compete more effectively and to resolve area challenges that are likely inhibitors to investment projects. By recognizing and understanding strengths and opportunities, the City and its EDC will ultimately be able to determine the proper target audience of companies to which it should effectively communicate the area's assets.

Garner Economics analyzed 47 community factors as part of the assessment. Ratings were identified by evaluating the City's position for each of the factors against the state of Texas, the Austin Metro, and the United States. Of the 47 variables analyzed, 16 are considered a Challenge, 14 are listed as Neutral, and 17 noted as Assets.









We define a Neutral rating as normal in the realm of economic development opportunity and competitiveness. An Asset rating indicates a positive feature of the City that would be evaluated and rated as a competitive strength versus the benchmark locations.

REPORT DASHBOARD

-  Indicates the City is better (more positive) compared to the benchmarked geographies or points to a positive trend or asset within the area.
-  Indicates Lockhart is neutral or normal, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmarked geographies.
-  Indicates the City performs worse compared to the benchmarked geographies or points to a negative trend or challenge within the area.

Access to Markets

Lockhart is within a 400-mile radius of nearly 33 million people of the U.S. population. It is well positioned to distribute products on a regional, national, and international scale, with Foreign Trade Zone (FTZ) #183 serving the region. Interstate 35 is approximately 16 miles from Lockhart, and I-10, 17 miles. U.S. 183 serves Lockhart and runs north/south. Rail is provided by Union Pacific. Austin-Bergstrom International Airport is approximately 26 miles from Lockhart, and the Lockhart Municipal Airport is capable of handling some corporate aircraft. Of the eight variables measured, four are considered an Asset and four are Neutral.

Attribute	Rank
Centrally located for major regional market	 1
Centrally located for national market	 2
Well positioned to serve international markets	 3
Interstate highways accessibility	 4
Rail service	 5
Within one hour of commercial air passenger service	 6
General aviation airport capable of handling corporate aircraft	 7
Broadband availability and speeds	 8

Labor

Of the seven variables rated within the Labor category, three are considered an Asset, three are a Challenge and one is rated Neutral. There are over 1,100 people employed in Lockhart classified as managerial personnel and with a Location Quotient (LQ) of 1.67, which is above average. The cost of labor in Caldwell County is below all of the benchmarks. Lockhart is within 30 miles +/- of five four-year colleges. Challenges include a lack of a postsecondary vocational training and a low LQ for both people engaged in computer and mathematical occupations, and skilled admin workers.

Attribute	Rank
Availability of skilled industrial workers (<i>Manufacturing</i>)	8
Availability of office and admin support workers (<i>Clerical</i>)	9
Availability of computer and mathematical specialists	10
Availability of managerial personnel	11
Cost of labor (Caldwell County)	12
Availability of postsecondary vocational training	13
Within ½ hour of major university/college	14

Lockhart's Economic Development Initiatives

Lockhart is a Texas Type B community, and as such, has a dedicated sales tax for economic development purposes. The most current budget for the EDC shows revenue of approximately \$1 million. Recently, the EDC was able to hire an additional full-time economic specialist bringing the staff size to two FTEs. This TIS is the first economic development business plan undertaken by the City. The Lockhart business climate survey showed a serious disconnect between the City's permitting process and the balance needed to grow business investment.

Attribute	Rank
Adequate level of professional staff	15
Involvement of both public and private sectors in economic development activities	16
Local economic development organization has a strategic plan	17
Level of cooperation between various organizations involved in economic development activity	18
Level of funding for local economic development program	19

Access to Space

The availability of fully served industrial, office, and commercial sites is Lockhart's Achilles' heel. There are five sites in the EDC inventory of available properties ranging from a few acres to 1,800 acres. Some are not under municipal control or have full utility infrastructure in place. There are no office parks or office sites to speak of, and there is no inventory of available, quality industrial buildings.

Attribute	Rank
Availability of fully served and attractive flex sites	20
Availability of fully served and attractive office sites	
Availability of suitable flex space (buildings)	
Availability of suitable office space (Class A and B space)	

Access to Capital

The availability of capital for business is a strength in Lockhart. Of the four variables analyzed, all four are rated as an Asset. These include the availability of tax-exempt financing for new industrial facilities, low-interest loans for small businesses, funding for business startups, and early-stage funding and a discretionary revolving loan fund to complete all of these initiatives.

Attribute	Rank
Availability of tax-exempt financing for new industrial facilities	21
Availability of low-interest loans for small business	22
Availability of funding for business startups or early-stage funding	23
Any other type of financing available through the City for business activity growth and retention	24

Government Impact on Business

The availability of water and wastewater capacity is a strength for Lockhart. The availability and type of business incentives are also a strong positive for the City. Caldwell County has the lowest median residential property tax than any other county in the Austin Metro, according to taxrates.org. Challenges include the condition and maintenance of local streets, according to the business climate survey of local residents; weak SAT/ACT test scores compared to the benchmarks; and poor feedback from businesses related to the City's business permit procedures and related costs.

Attribute	Rank
Availability/capacity of water and wastewater treatment	25
Availability of adequate water and sewer lines to commercial sites	
Condition and maintenance of local streets	26
Availability and type of local incentives	27
Secondary schools performance (SAT/ACT test scores)	28
Business permitting procedures and costs	29
Median property taxes by county (Caldwell)	30

Quality of Place

Quality of place (QOP) is a key component in a community's ability to attract and retain talent and investment. QOP is what makes a community unique. Twelve variables were analyzed to rate Lockhart's QOP. Of the 12, only two were rated as an Asset: a low cost of living compared to the benchmarks and the community's level of crime, also compared to the benchmarks and also low. Challenge ratings include the availability of executive-level housing, the availability of quality apartments, the availability of medical facilities and the availability of first-class lodging options. Neutral rankings include the availability of moderate-cost housing, cultural activity, recreational opportunities, variety of local restaurants and the general appearance of the community and central business district.


Attribute	Rank
Availability of executive-level housing	31
Availability of moderate-cost housing	32
Availability of apartments	33
Cost-of-living index	34
Level of crime	35
Level of cultural activity	36
Availability of recreational opportunities	37
General appearance of the community	
Availability of adequate medical facilities	38
Availability of first-class hotels, motels, and resorts	39
Variety of local restaurants	40
Appearance of the Central Business District(s)	

Chapter 4: Demographics & Community Trends

The following analysis examines the economic position and competitiveness of Lockhart, Texas, located south of Austin. Lockhart is within Caldwell County and a part of the Austin-Round Rock Metropolitan Statistical Area (Austin Metro). For context, this report uses the following geographies to benchmark statistics:

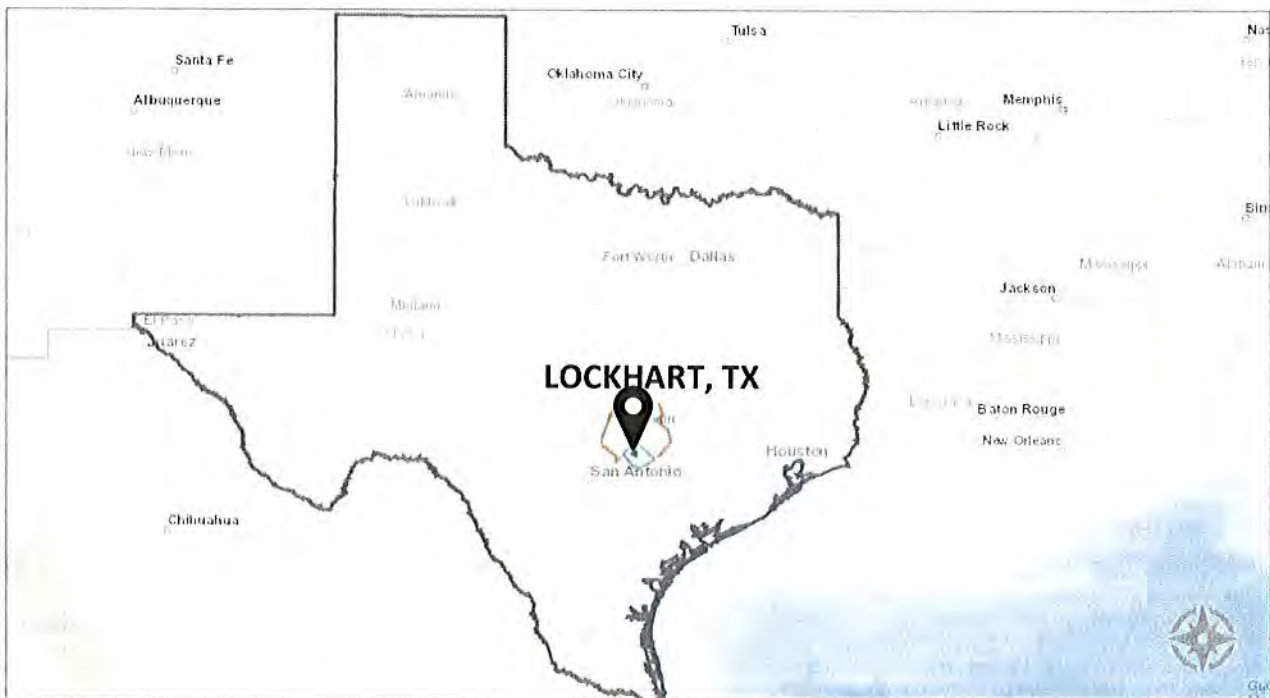
- ★ City of Lockhart
- ★ Caldwell County
- ★ Austin Metro
- ★ Texas
- ★ United States

This analysis relies heavily on raw, objective data collected by governmental or impartial third-party agencies. In all cases, the original and most currently available data for all geographies (as of March 2020) is used. Recent significant economic shifts due to the COVID-19 pandemic are not reflected in any figures obtained and are largely unavailable as yet, particularly on the local level. Garner Economics conducted all unique calculations and computations from the original data. For several data points, city-level data was not available and either Caldwell County or Austin Metro statistics were used for those indicators.

 Metrics analyzed for the discovery process were rated showing positive, neutral, or negative indicators. These graphic markers relay the analysis of the measure compared to the benchmarks note above, change over time, or both. Neutral grades generally resulted when there were both negative and positive aspects of these factors or comparing Lockhart to the benchmarks.

Measurements Included

- Population Trends
- Age
- Diversity
- Migration/Geographic Mobility
- Educational Attainment
- Secondary School Graduation Rate
- ACT & SAT Scores
- Household Income
- Poverty
- Crime Rate
- Cost of Living
- Broadband Access & Speed
- Air Service





Population Trends

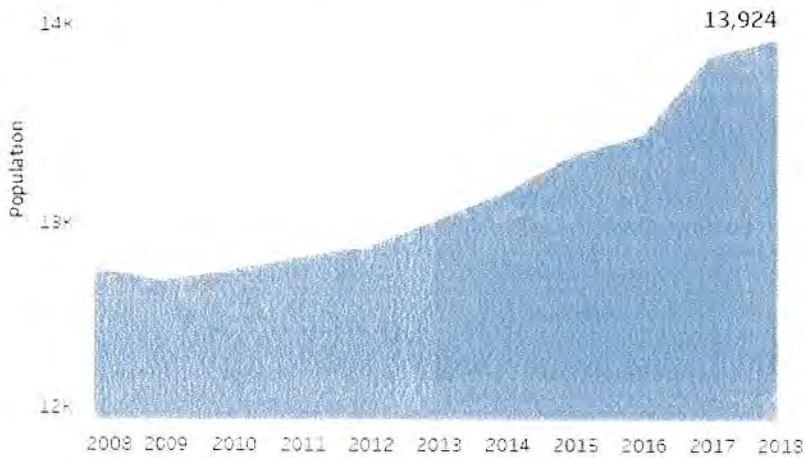
Table 4.1 Population, 2008–2018

Geography	2018	2008–2018 Change	2008–2018 % Change
Lockhart	13,924	1,164	9%
Caldwell County	43,247	5,576	15%
Austin Metro	2,168,316	530,380	32%
Texas	28,701,845	4,392,806	18%
United States	327,167,434	23,073,468	8%

Figure 4.1 Population Growth, 2008–2018



Figure 4.2 Lockhart Population Growth, 2008–2018

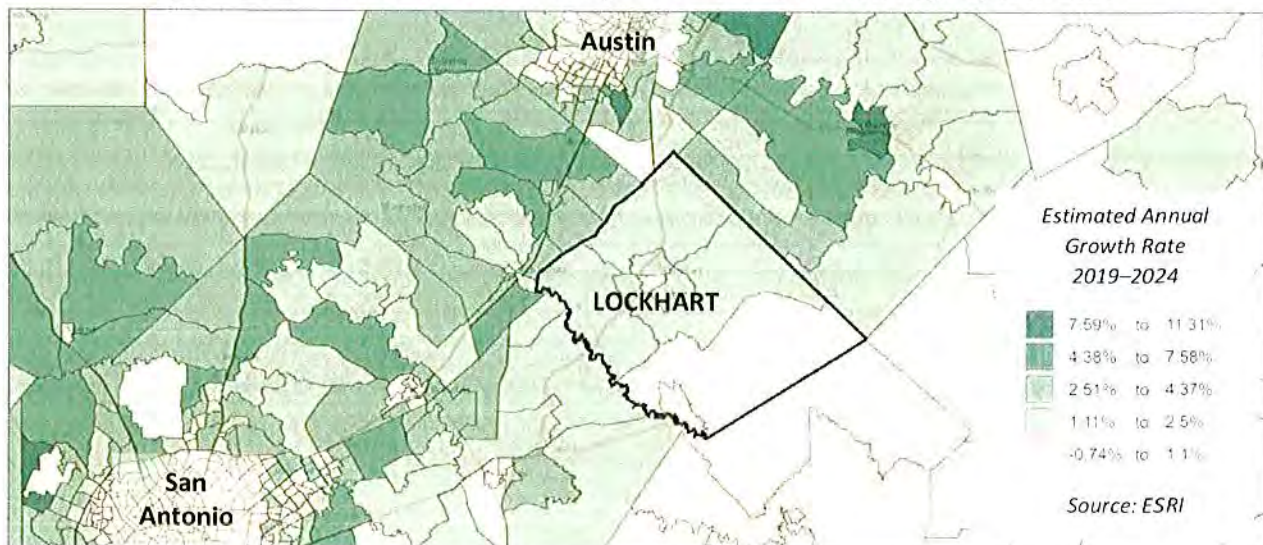


Source: U.S. Census Bureau Population Estimates, Garner Economics

The population growth of an area is a key element in the analysis of a community and can be a significant factor in local economic health. In today’s labor force climate, this is often a major consideration in business expansion and site-selection decisions.

The City of Lockhart is growing at a steady rate, increasing 9% over 10 years. This is slightly ahead of the nation’s growth but behind that of Caldwell County as a whole, Austin Metro, and Texas. The growth of the Austin and San Antonio metro areas is spreading toward Lockhart but at a slower pace than its neighboring counties.

Figure 4.3 Estimated Annual Growth Rate for Austin and San Antonio Regions, 2019–2024



Estimated Annual Growth Rate 2019–2024

- 7.59% to 11.31%
- 4.38% to 7.58%
- 2.51% to 4.37%
- 1.11% to 2.5%
- 0.74% to 1.1%

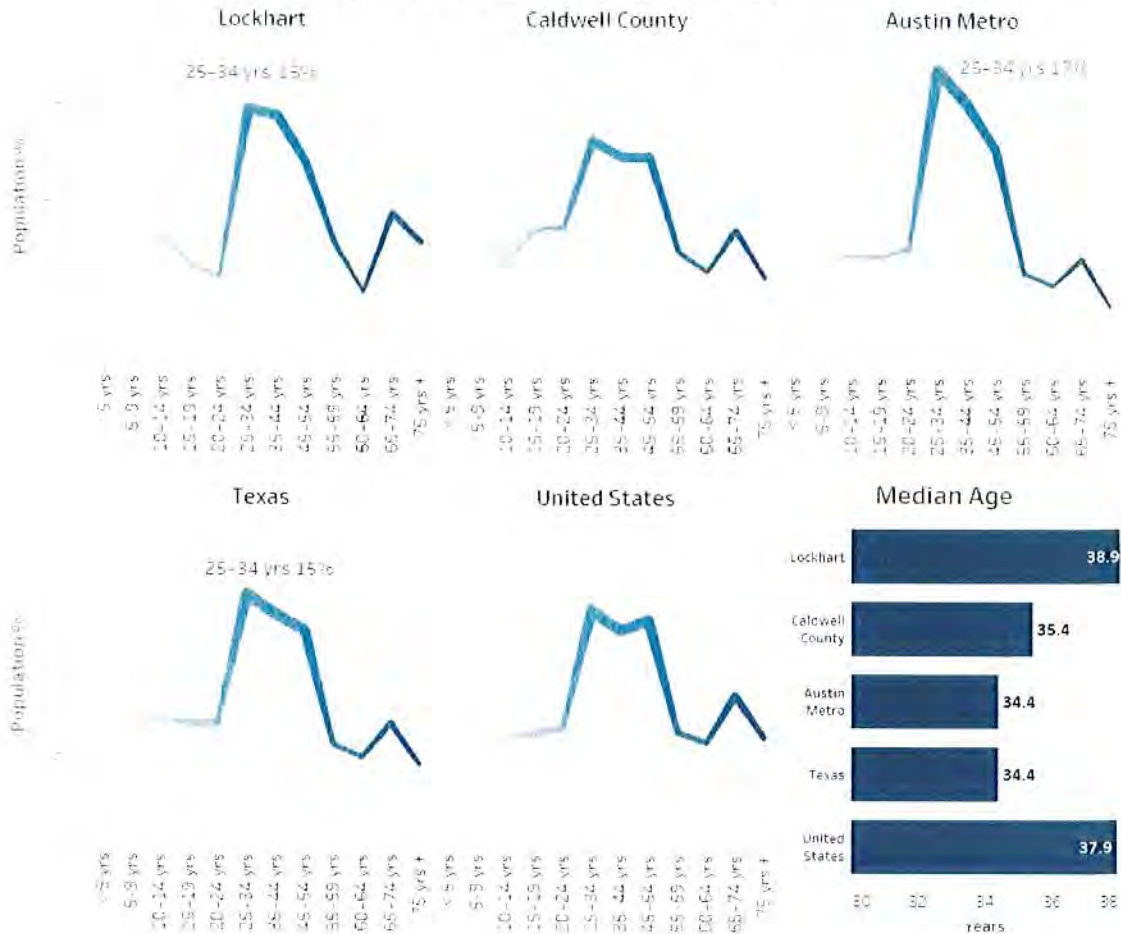
Source: ESRI

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Age Distribution

Figure 4.4 Age Distribution & Median Age, 2018



Source: U.S. Census Bureau, Garner Economics

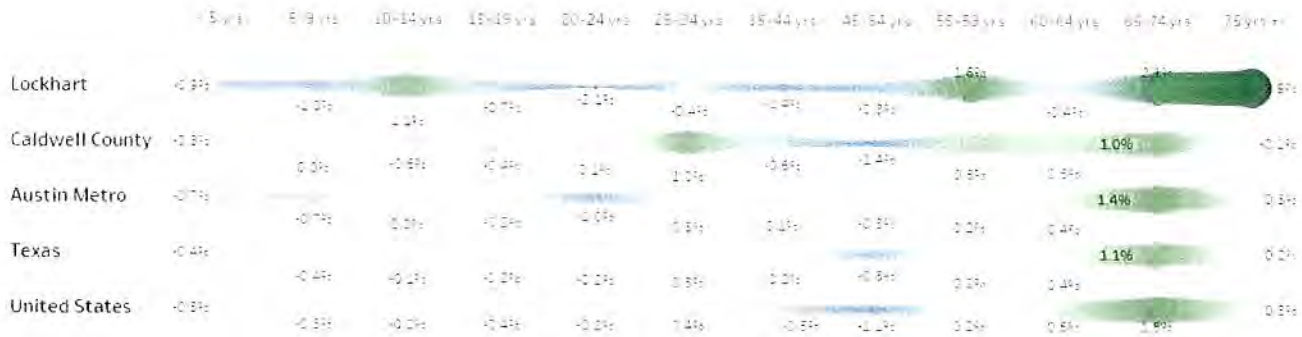
The age composition of a local population is an important determinant in labor force evaluation and, therefore, a factor in business decisions and competitiveness. The lack or underrepresentation of younger workers may deter firms from considering some communities for their long-term plans. Low proportions of middle-aged workers may prevent firms from initiating expansions requiring quick startup operations. Nationally, and indeed globally, the median age is getting older, and Lockhart shows the highest median age among all benchmarks.

With the current focus on retaining and attracting talent, an existing pool of younger people for both current and future workforce participation is essential in making a community attractive for companies and people alike. Lockhart's largest age group is those aged 25–34 years (15%), with those aged 35–44 years close behind at 14.7%. The Austin Metro and Texas overall have high concentrations of that young age group of 25–34-year-olds.



Change in Age Distribution

Figure 4.5 Change in Age Groups as a Percentage of Total Population, 2013–2018



Source: U.S. Census Bureau, Garner Economics



Diversity

By itself, racial diversity is not a determining factor in local economic competitiveness, although some firms may prefer higher rates of diversity to attract and retain workers. This is particularly true for multinational firms looking to attract workers from outside the United States. As talent attraction and retention are key factors in economic development today, there is a rising awareness by some companies with strong corporate cultures regarding diversity to seek areas that reflect or support inclusiveness among many groups of people.

Lockhart has the highest amount of those who identify as *Hispanic or Latino*, with 52% of the population in 2018 for all benchmarks.¹ This category is presented as a separate category from racial makeup. All Texas geographies have a high rate of individuals who are of *Hispanic or Latino Origin* (of any race).

Table 4.2 Race and Ethnic Origin Population, 2018
Highest Rate in Each Group Shaded

Geography	White	Black or African American	Asian	American Indian/ Alaska Native	Some Other Race	Two or More Races	Hispanic or Latino ¹
Lockhart	78%	8%	3%	1%	9%	1%	52%
Caldwell County	80%	6%	1%	1%	11%	2%	51%
Austin Metro	77%	7%	6%	< 1%	6%	3%	32%
Texas	74%	12%	5%	< 1%	6%	3%	39%
United States	73%	13%	5%	1%	5%	3%	18%

Source: U.S. Census Bureau, Garner Economics

¹ Hispanic or Latino category is presented as a separate category from racial makeup; therefore, the sum of racial categories will total more than 100%.

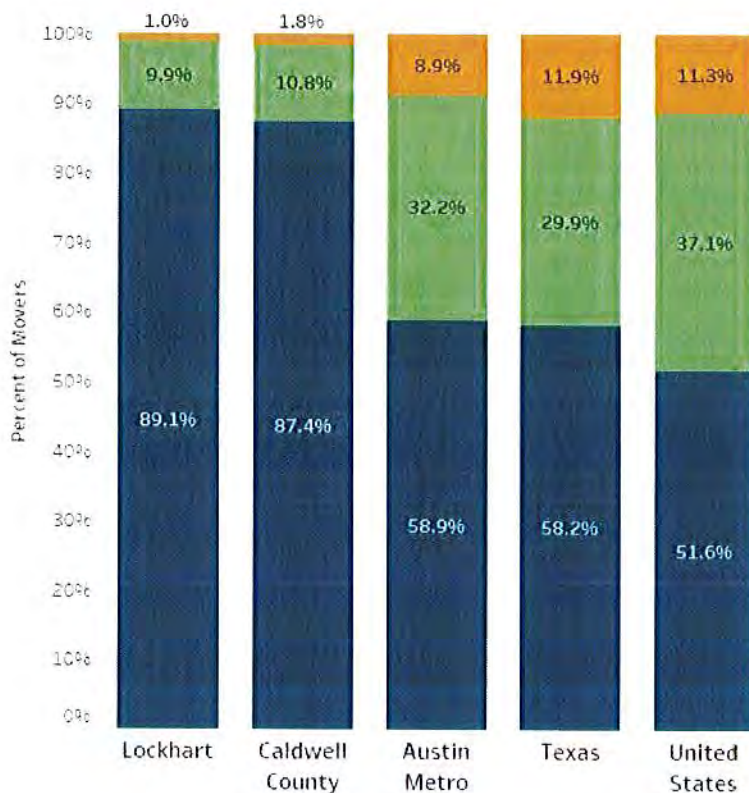


Migration/Geographic Mobility

Table 4.3 Current Residents Who Moved from Outside County, State or Abroad, 2018

Category	Lockhart	Caldwell County	Austin Metro	Texas	United States
Total Residents Who Moved into Current County in Past Year	1,357	4,528	182,993	1,842,888	19,787,739
Movers as % of Total Population	10%	11%	9%	7%	6%

Figure 4.6 Current Residents Who Moved from Outside County, State or Abroad, 2018



Attracting new residents from a diversity of outside locations can reflect a city's broader appeal and provide an indicator of economic dynamism. This measure reflects the population that has moved within the past year, which can be an indicator of new residents **and does not show net migration, only incoming residents.**

Lockhart has a close relationship with the Austin-Round Rock Metro and other Texas counties when it comes to migration. The community gains most of its migrating residents from Texas (89%) with only 10% moving from a *Different State*. Lockhart gains only 1% of its incoming migration from *Abroad*, which could include U.S. citizens returning from service or extended work assignments.

Lockhart gained approximately 1,357 people who moved into the City in the last year from outside of Caldwell County. This number of new residents makes up about 10% of the total population.

1,357

Moved into Lockhart in Past Year from Outside Caldwell County

10%

Movers as % of Total Population

Source: U.S. Census Bureau, Garner Economics



Educational Attainment

Figure 4.7 Educational Attainment, 2018



Source: U.S. Census Bureau, Garner Economics

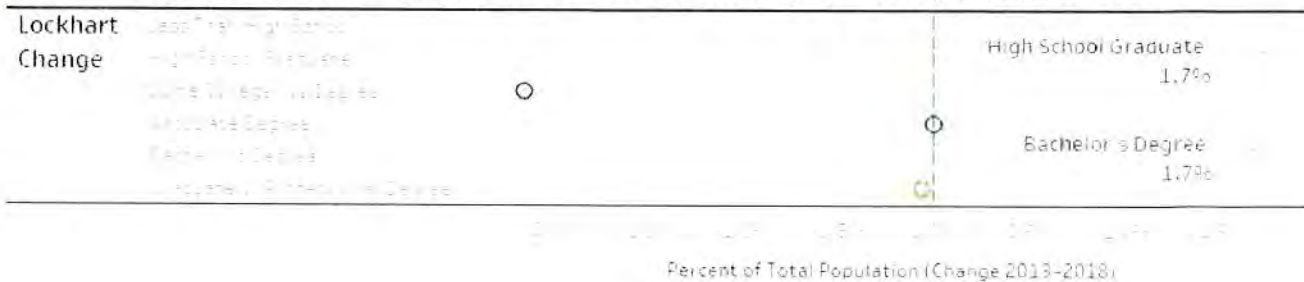
The level of education of the community’s population is a good indicator of labor force quality and is a decisive factor in economic competitiveness. Firms understand the need to operate in areas with a sufficient supply of workers that meet or exceed their demands. They also know that the lack of an educated workforce can significantly affect business performance.

Lockhart’s population aged 25 years or older is 80% high school-educated with about half of that group not obtaining any further education. Lockhart has the lowest percentage of population in all educational categories above high school compared to benchmarks.



Educational Attainment Trend

Figure 4.8 Change in Educational Attainment as a Percentage of Total Population, 2013–2018



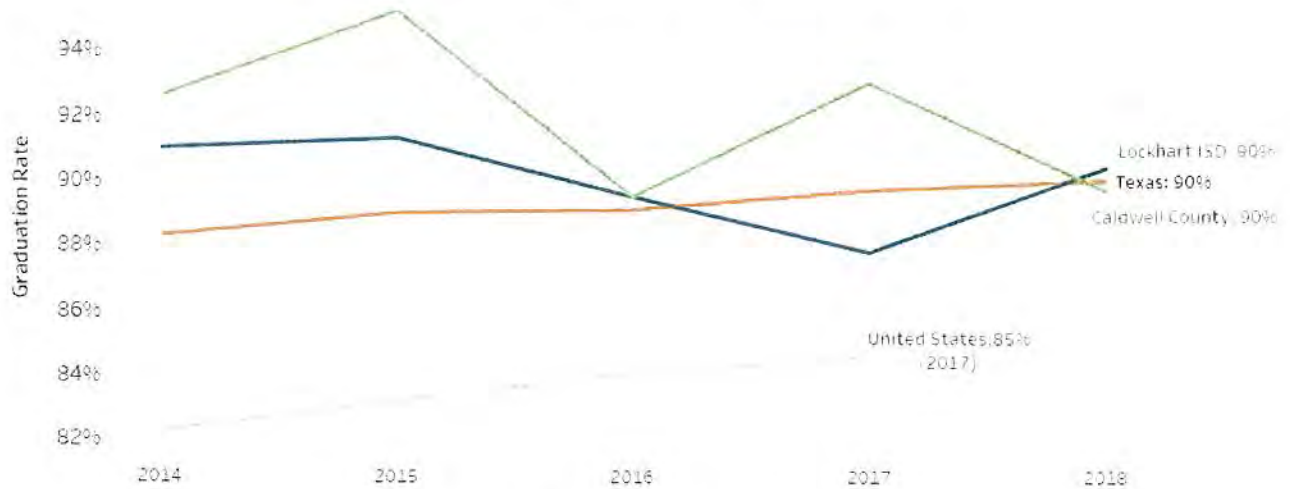
Source: U.S. Census Bureau, Garner Economics

The change in educational attainment among Lockhart’s population 25 years or older between 2013 and 2018 showed only two categories that improved 1.7%: *High School Graduate* and *Bachelor’s Degree*. The percentage with an *Associate Degree* remained the same, and there was a slight decrease in the percentage of population who hold a *Graduate or Professional Degree*.



Secondary School Performance: Graduation Rates

Figure 4.9 Graduation Rate (4-Year Cohort), 2014–2018



Source: Texas Education Agency, Garner Economics

The share of high school students that graduate within four years of beginning ninth grade is an important measure of the performance of local public school districts. Lockhart Independent School District (ISD) has a graduation rate above that of Texas and Caldwell County as a whole for 2018. Lockhart ISD has consistently performed better than the national average graduation rate which is not yet available for 2018.



Secondary School Performance: ACT & SAT Scores

Figure 4.10 Composite ACT Scores, 2017

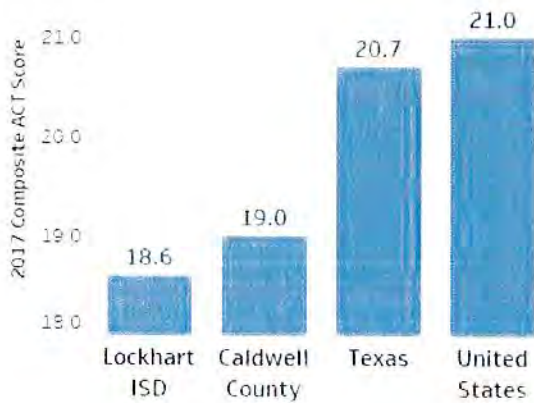
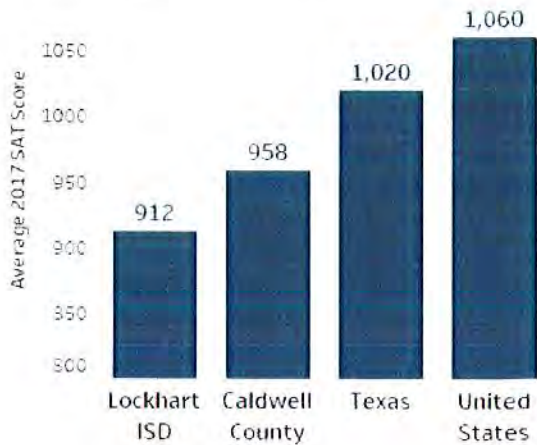


Figure 4.11 Average SAT Scores, 2017



Source: Texas Education Agency, Garner Economics

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Secondary School Performance: ACT & SAT Scores (continued)

Figure 4.12 Composite ACT Scores, 2013–2017

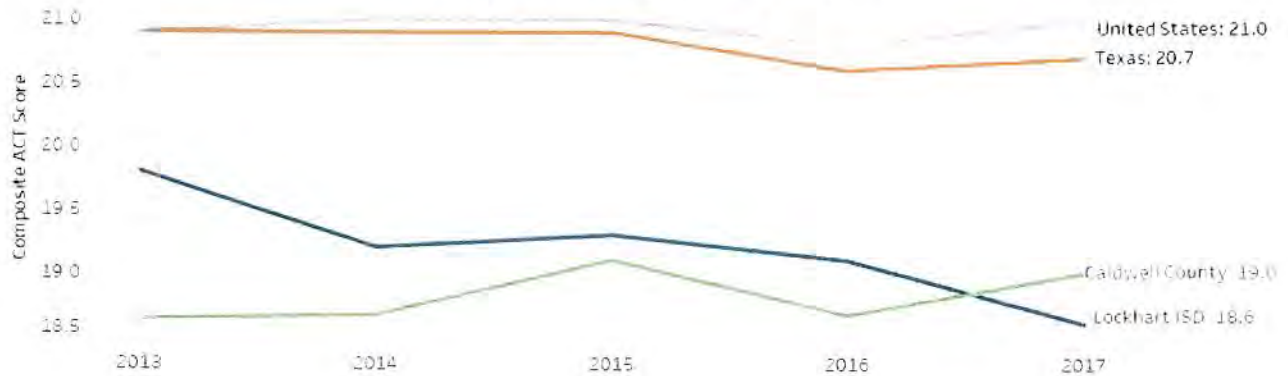
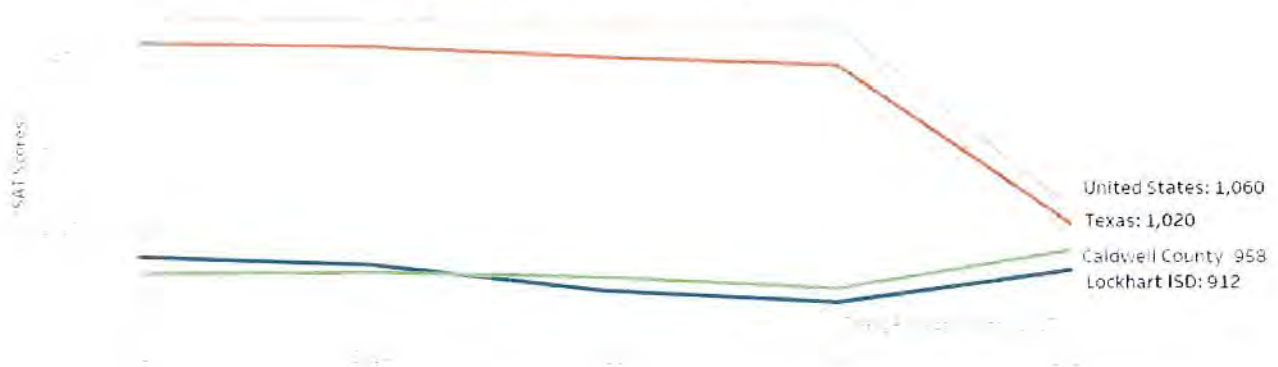


Figure 4.13 Average SAT Scores, 2013–2017



Source: Texas Education Agency, Garner Economics

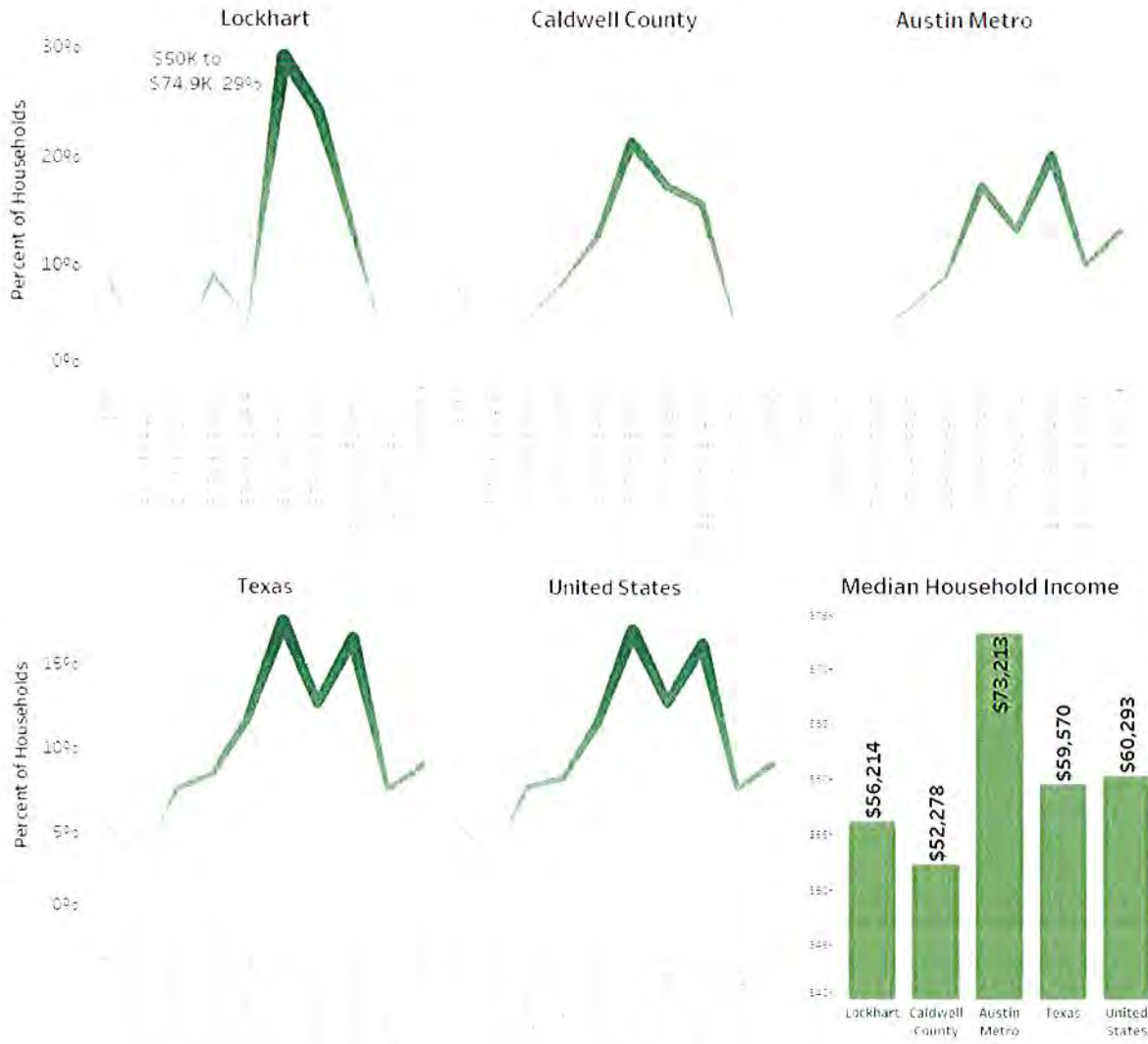
Standardized testing is another comparative tool to reflect the performance of secondary schools. The ACT and SAT exams are standardized tests for college admissions in the United States and are a widely accepted measure of education quality.

Lockhart ISD had the lowest scores compared to Caldwell County, the state, and the nation. ACT scores have only recently dipped below the County as a whole, but the trend shows composite scores dropping. Changes in the structure of the SAT and scoring in 2017 show dramatic differences in the national and state average scores and improvement in average scores at the local level. This may bode a positive change if the improvement in subsequent years illustrates change beyond the structural scoring shift.



Household Income

Figure 4.14 Household Income Distribution & Median Household Income, 2018



Source: U.S. Census Bureau, Garner Economics

Household income reflects income for residents and is an indicator of wealth in the community. Lockhart has a concentration in middle-income levels with the highest percentage of households earning between \$50,000 to \$74,999 (29%) and the second-highest level earning \$75,000 to \$99,999 (24%). Caldwell County household incomes are more evenly distributed, but neither the City nor County has many households earning above \$150,000.

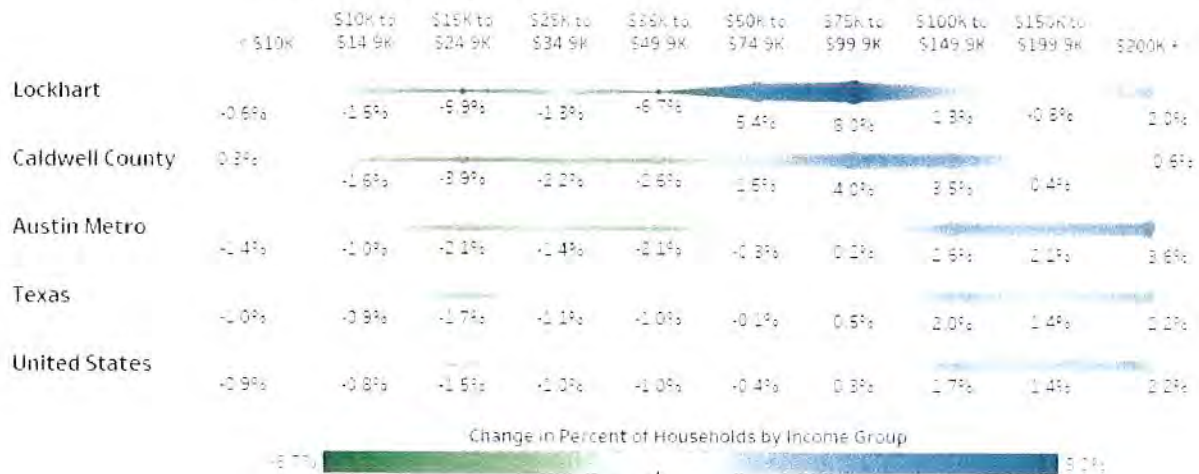
Lockhart has a median household income of \$56,214, higher than Caldwell County as a whole but behind all other benchmarks. The Austin Metro's median household income of \$73,213 exceeds all median incomes in the comparison.

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Household Income Change

Figure 4.15 Change in Household Income Distribution, 2013–2018



Source: U.S. Census Bureau, Garner Economics

Analysis of change in the household income distribution showed very little change overall, and most of the increases were at higher income levels. Lockhart had significant growth from 2013 to 2018 in households that earned \$50,000 to \$99,999, resulting in a concentration of those categories in 2018 as illustrated in Figure 4.14.



Per Capita Income

Figure 4.16 Per Capita Income

	2013	2018	Change in Per Capita Income
Lockhart	\$18,558	\$22,572	Lockhart 21.6%
Caldwell County	\$19,673	\$23,881	Caldwell County 21.4%
Austin Metro	\$31,388	\$37,759	Austin Metro 20.3%
Texas	\$26,019	\$30,143	Texas 15.8%
United States	\$28,155	\$32,621	United States 15.9%

Source: U.S. Census Bureau, Garner Economics

Per capita income in Lockhart, the average income for every person in the City, is \$22,572 for 2018, up from \$18,558 in 2013. Lockhart has the lowest per capita income among all benchmarks for both years analyzed. Lockhart did have the highest percent change between 2013 and 2018, increasing by 21.6%

 Poverty

Figure 4.17 Poverty

	Percent Below Poverty		Children Below Poverty Level		Change in Poverty Level	Change in Children in Poverty
	2013	2018	2013	2018		
Lockhart	15.4%	12.9%	24.1%	13.4%	-2.5%	-10.7%
Caldwell County	18.7%	17.7%	24.7%	23.1%	-1.0%	-1.6%
Austin Metro	14.8%	11.6%	19.0%	14.5%	-3.2%	-4.5%
Texas	17.6%	15.5%	25.3%	22.0%	-2.1%	-3.3%
United States	15.4%	14.1%	21.6%	19.5%	-1.3%	-2.1%

Source: U.S. Census Bureau, Garner Economics

The measurement of poverty in a community helps to evaluate the well-being of the citizens and the state of the economy. Lockhart's poverty rate in 2018 (12.9%) is below all other benchmarks except the Austin Metro. The poverty rate for children under 18 is only slightly higher than the total poverty rate at 13.4% in 2018. This level for children is the lowest of all benchmarks. The City of Lockhart decreased the level of poverty for children under 18 an impressive 10.7% in five years when comparing 2013 to 2018. This was more than double any other geography in this category.


 Cost of Living

Figure 4.18 Cost-of-Living-Index, 2019

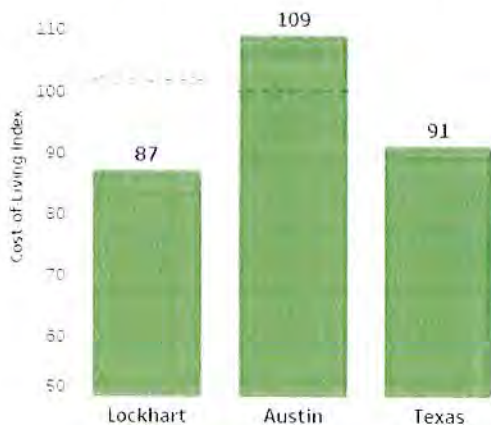


Table 4.4 Cost-of-Living-Index Categories, 2019

Index	Lockhart	Austin	Texas
Cost-of-Living Index	87	109	91
Goods & Services Index	89	104	95
Groceries Index	87	93	90
Healthcare Index	121	107	97
Housing Index	72	133	83
Transportation Index	100	93	94
Utilities Index	96	95	102

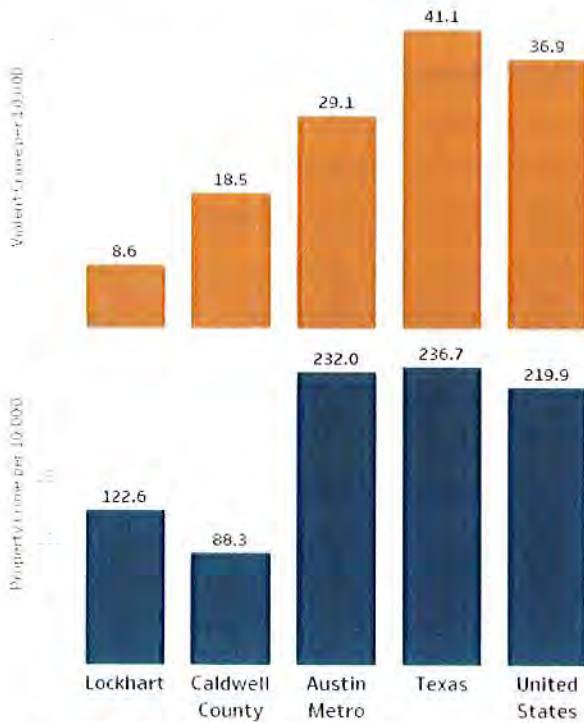
The cost of living in Lockhart is relatively low, with an index rate of 87 compared to the national base of 100. All categorical indices are below national and state levels except for Healthcare and Transportation, which are 121 and 100 respectively.

Source: AreaVibes.com derived from C2ER Index for 2019, National Average=100, Garner Economics



Crime Rates

Figure 4.19 Crime Rates per 10,000 Residents



Sources: Uniform Crime Reports, FBI; Garner Economics

Crime rates are a widely accepted, objective gauge of community livability. Crime rates may reflect underlying economic conditions and could signal deeper systemic problems more so than standard economic measures show.

The City of Lockhart has relatively low crime rates. The *Violent Crime Rate* shows only 8.6 crimes reported per 10,000 persons, a rate significantly below metro, state, and national benchmarks and the rate for Caldwell County as a whole.

The *Property Crime Rate* is 122.6 crimes reported per 10,000 persons, a level also below metro, state, and national measures. Caldwell County does have a lower rate than the City of Lockhart for property crime; however, this is common to show a lower property crime level for the less densely populated County.

For a unilateral view of crime rates, research is based on crimes reported and published in the FBI Uniform Crime Report for 2017 and is comparable to reports published by the Texas Department of Public Safety.

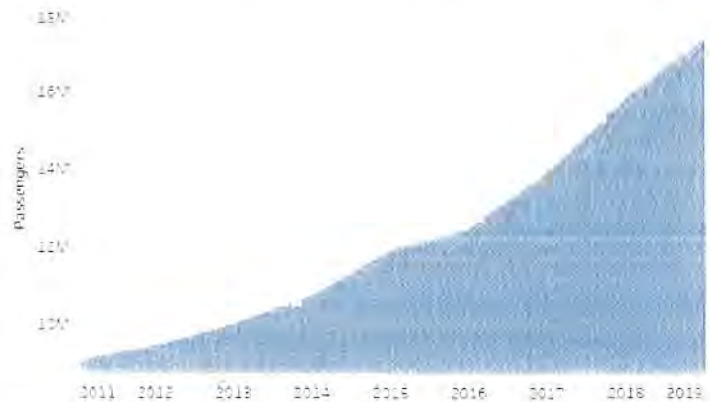


Air Service

Lockhart is located less than 30 minutes (26.5 miles) from the Austin-Bergstrom International Airport (AUS) which is the 33rd busiest airport in the United States based on passenger traffic. AUS is serviced by 18 airlines, 68 nonstop destinations, three fixed-base operators (FBOs), and cargo operations, making the airport a valuable tool for economic development.

AUS served more than 17.3 million passengers in 2019, a 9.6% increase over 2018. Passenger traffic has grown rapidly since 2016; however, in the early days of 2020 amid the COVID-19 pandemic, travel restrictions and aversion to the risk of large groups will certainly have an impact on passenger traffic at AUS and across the globe.

Figure 4.20 Austin-Bergstrom International Airport (AUS) Passenger Traffic



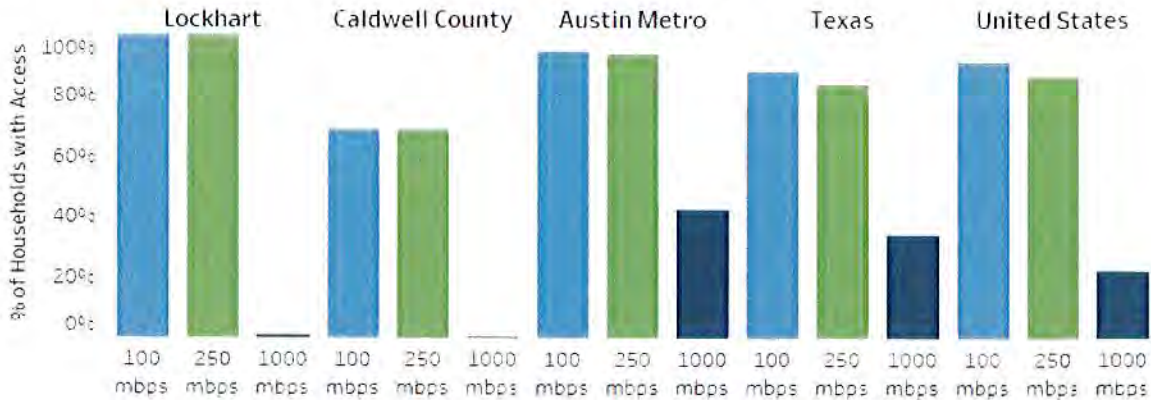
Source: Austin-Bergstrom International Airport, Garner Economics



Broadband Access & Speed

Broadband access and speed have a big impact on the local economy in terms of supporting business, entrepreneurship, and educational opportunities. As we have seen in the current environment of the COVID-19 pandemic, access to broadband is crucial for a community to succeed in business and offer opportunity for success to all its residents.

Figure 4.21 Access to Broadband Internet by Speed level, 2019

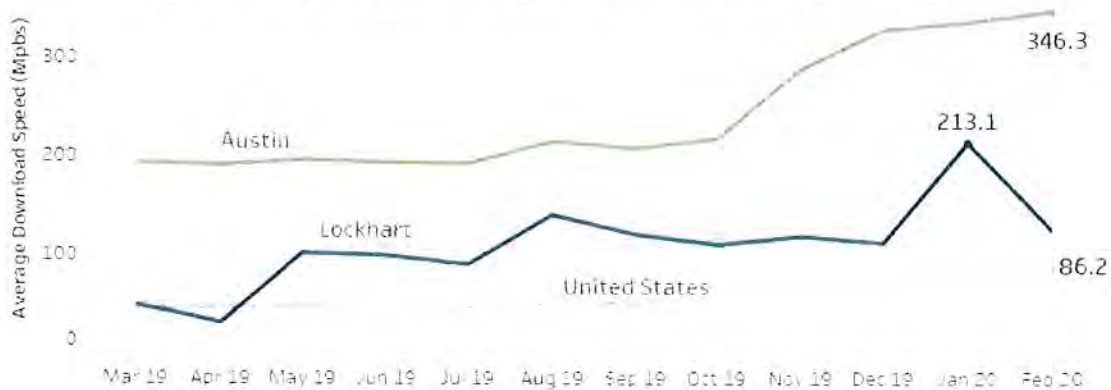


Source: FCC Broadband Map as of June 2019, Garner Economics (includes ADSL, Cable, Fiber, Fixed Wireless, Satellite, Other)

Data shows that Lockhart’s households have good access to the internet. Service with speeds of 250 megabytes per second (Mbps) are widely accessible in Lockhart but become less accessible outside the City. Access to gig service is available to under 1% of households and only one internet provider advertises connections at that level.

Speed tests performed in the Lockhart ZIP code of 78644 registered speeds up to 213.1 Mbps: however, even the top 10% of speeds stayed closer to the 100 Mbps mark. Austin’s top 10% of speeds performed much higher with significant improvement over the last two quarters. Average download speed, which includes all speed tests, are 31 Mbps for Lockhart, 126.5 for Austin, 63.3 for Texas, and 59 for the United States over the same time frame.

Figure 4.22 Top 10% of Download Speeds, 12-months ending February 2020



Source: BroadbandNOW, 2020, Garner Economics.

Analysis is based on 5,969 speed tests from IP-verified users who took speed tests from an IP address in Lockhart. National statistics are calculated across 286,088,375 over the same time range.

Chapter 5: Labor Force & Employment

This chapter focuses on the labor market of Lockhart, Texas, beginning with the residents within the City, then exploring commuting patterns with the surrounding area and the full labor force draw within a 45-minute drive-time from the center of Lockhart.

The data then transitions to employer-based information, including employment, industry composition, wage comparisons, and additional workplace statistics for those working in the Lockhart area. City- and county-level data are used for evaluating employer dynamics, as some datasets had limitations in available data for the City.

It is important to note that recent changes that are a result of the COVID-19 pandemic with its global reach are not reflected in any analyses in this report.

Measurements Included

- Labor Force & Unemployment
- Labor Force Participation
- Job Growth
- Industry Sector Composition
- Estimated Annual Wage
- Self-Employment
- Startups
- Labor Draw Analysis
- Commuting Patterns
- College Enrollment & Degrees



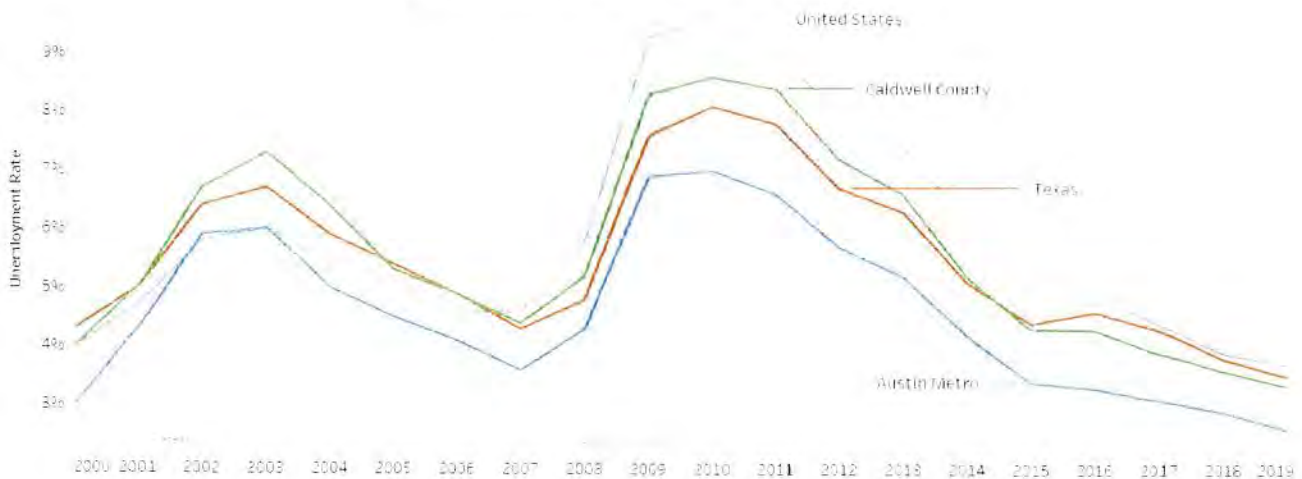
Labor Force & Unemployment

Table 5.1 Labor Force & Employment Status, 2018*

	Lockhart	Caldwell County	Austin Metro	Texas	United States
Civilian Labor Force	5,734	18,842	1,139,144	13,728,630	162,248,196
Employed	5,534	18,334	1,089,708	12,985,624	152,739,884
Unemployed	200	508	49,436	743,006	9,508,312
Unemployment Rate	3.5%	2.7%	4.3%	5.4%	5.9%

Source: U.S. Census Bureau, Garner Economics
*5-Year Average, 2014–2018

Figure 5.1 Unemployment Rate Trends, 2000–2019



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Source: Bureau of Labor Statistics, Garner Economics. Lockhart data not available.



Labor Force & Unemployment (continued)

Lockhart has an average labor force of approximately 5,700 residents. The five-year average of unemployed people is 200, resulting in a low unemployment rate of 3.5%. Caldwell County's labor force is more than three times the size of Lockhart's workforce with an average unemployment rate of 2.7%. Caldwell County, which includes Lockhart's labor data, has had an unemployment rate below the state and nation since 2015.

The latest available data for all four geographies included in the Bureau of Labor Statistics survey is for January 2020 showing very low unemployment rates. The current COVID-19 pandemic will produce steep changes in unemployment and the labor force which will begin to show in March 2020 data.

Table 5.2 Current Labor Force & Employment, January 2020

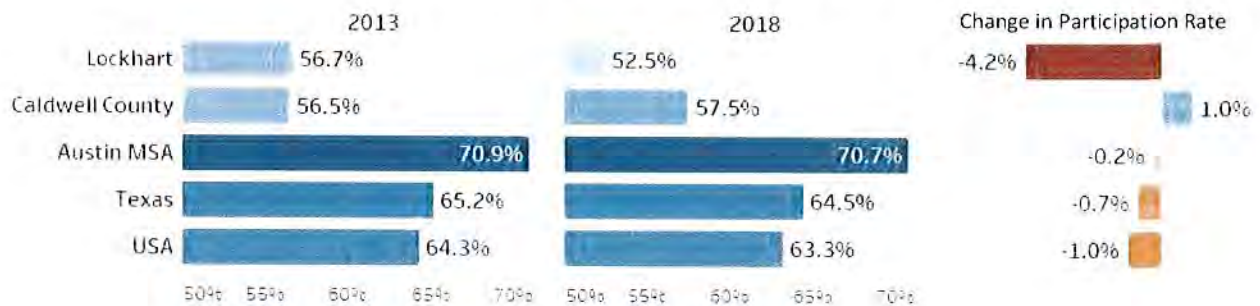
	Caldwell County	Austin Metro	Texas	United States
Civilian Labor Force	19,909	1,254,494	14,188,058	164,235,000
Employed	19,242	1,220,005	13,655,624	158,017,000
Unemployment Rate	3.4%	2.7%	3.8%	3.8%

Source: Bureau of Labor Statistics, Garner Economics. Lockhart data not available.



Labor Force Participation

Figure 5.2 Labor Force Participation, 2013–2018



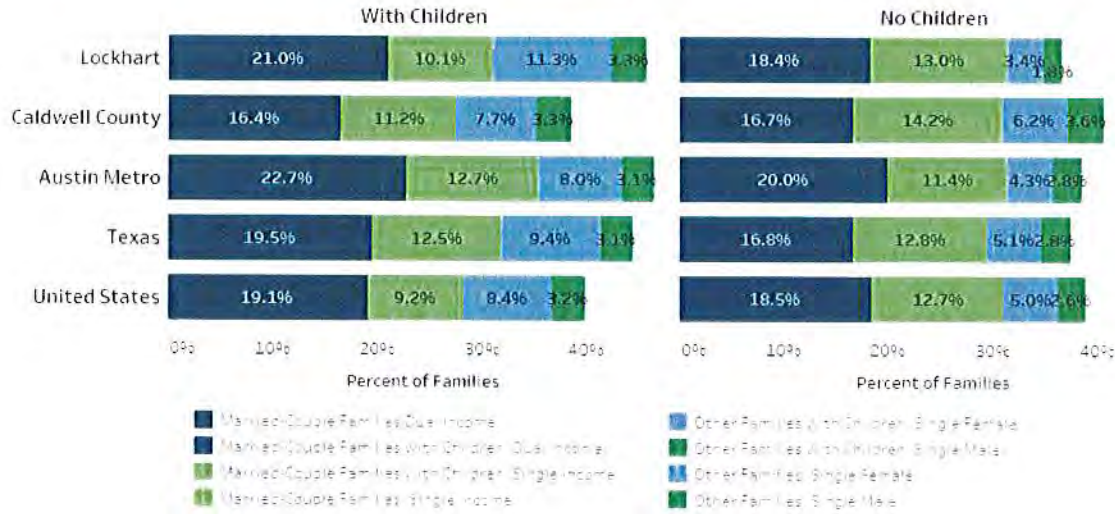
Source: U.S. Census Bureau, Garner Economics

Labor force participation rates have been dropping across the country due to an aging population and other employment factors. Lockhart's sharp decline (-4.2%) in the labor force participation rate from 2013 to 2018 is concerning. The City's participation rate of 52.5% for 2018 is well below all benchmarks and is a severe contrast to the Austin Metro's strong participate rate of 70.7% just to the north. As a result of the COVID-19 pandemic, labor force participation rates may rise as people return to the workforce after investment losses.



Labor Force Participation – Families

Figure 5.3 Labor Force Participation of Families, 2018



Among Lockhart’s families, 82.3% participate in the labor force, a rate second only to the Austin Metro. The largest category of family working is the *Dual Income Families*, about 39.4% collectively — with and without children under 18 at home. Lockhart has a higher proportion of *Single Females with Children* working (11.3%) than the rest of the benchmarks and fewer *Single Families with No Children* participating in the labor force.

Table 5.3 Labor Force Participation of Families, 2018

	Lockhart	Caldwell County	Austin Metro	Texas	United States
Families with Children					
Married-Couple Families with Children: Dual Income	21.0%	16.4%	22.7%	19.5%	19.1%
Married-Couple Families with Children: Single Income	10.1%	11.2%	12.7%	12.5%	9.2%
Other Families with Children: Single Female	11.3%	7.7%	8.0%	9.4%	8.4%
Other Families with Children: Single Male	3.3%	3.3%	3.1%	3.1%	3.2%
Families with No Children					
Married-Couple Families Dual Income	18.4%	16.7%	20.0%	16.8%	18.5%
Married-Couple Families: Single Income	13.0%	14.2%	11.4%	12.8%	12.7%
Other Families: Single Female	3.4%	6.2%	4.3%	5.1%	5.0%
Other Families: Single Male	1.8%	3.6%	2.8%	2.8%	2.6%
Total Families Participating in Labor Force	82.3%	79.3%	84.9%	82.0%	78.7%

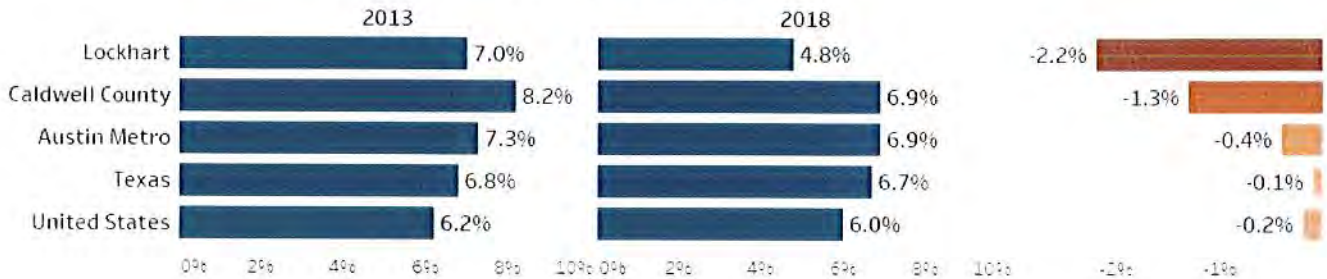
Source: U.S. Census Bureau, Garner Economics

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Self-Employment

Figure 5.4 Self-Employment



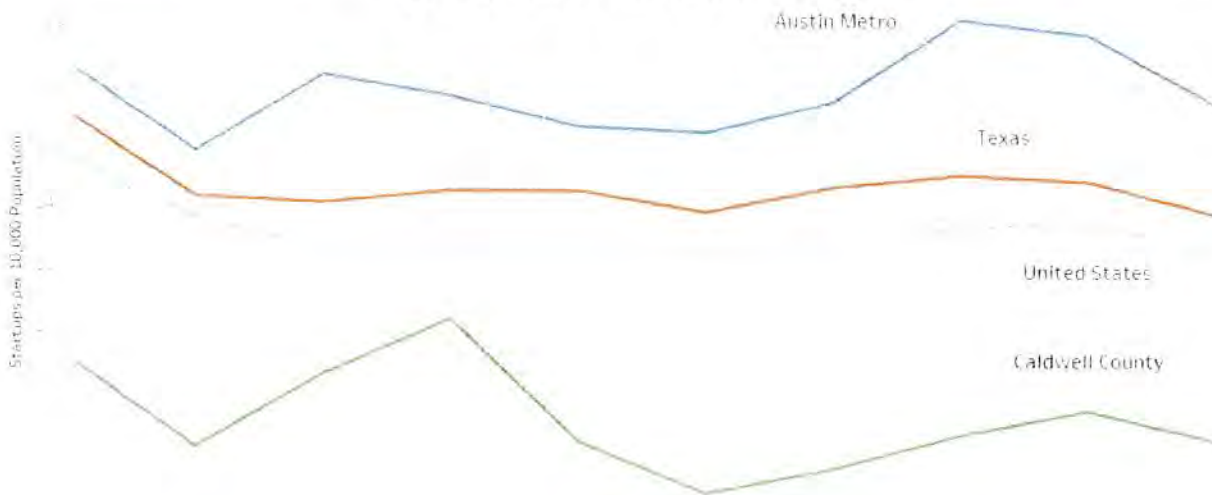
Source: U.S. Census Bureau, Garner Economics

Measuring the proportion of people who are *Self-Employed* is a rough means to gauge entrepreneurial activity, which, in turn, can provide a view of local risk-taking and economic dynamism. Lockhart has a self-employment rate of 4.8% for 2018. This is below all other benchmarks and a sharp decrease from 2013 self-employment level of 7%. Lockhart had the largest change for all areas studied (-2.2%) and Caldwell County had a decline of 1.3%.



Startups

Figure 5.5 Startup Ratio per 10,000 Population



Source: U.S. Census Bureau, QWI Explorer, Garner Economics

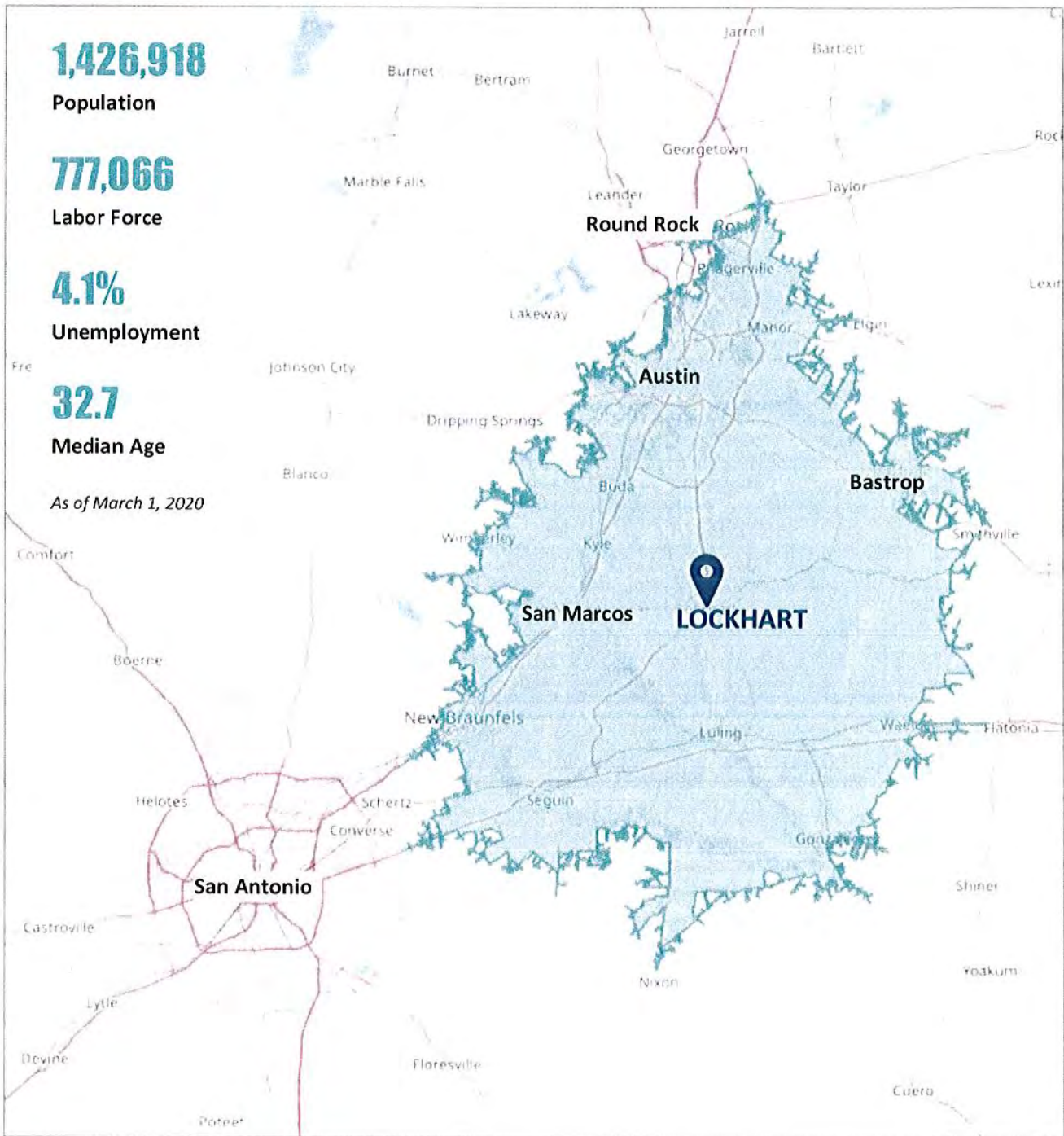
The number of new firms that start in Caldwell County, the smallest area available, had a startup rate below all other geographies analyzed. To normalize and compare areas, a ratio was created to compare the number of new firms created against the population to arrive at the number of startups per 10,000 people. The Austin Metro, known for its entrepreneurial culture, had the highest startup rate.

6.3



Labor Force Draw

Figure 5.6 Drive-Time Analysis (45-Minute), 2019



Source: ESRI, Garner Economics, 2019

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Commuting Patterns

Figure 5.7 Commuting Patterns City of Lockhart & Caldwell County, 2017

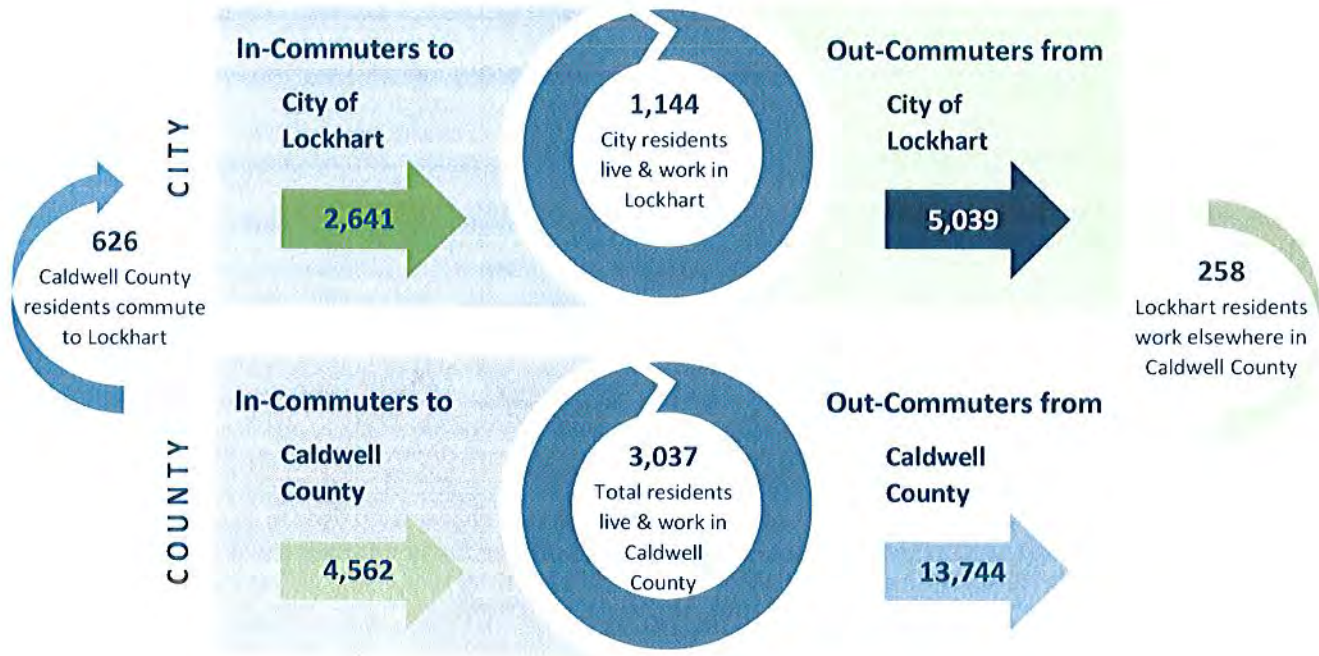


Figure 5.8 In-Commuting, Home County Where People Live Who Work in Lockhart, 2017

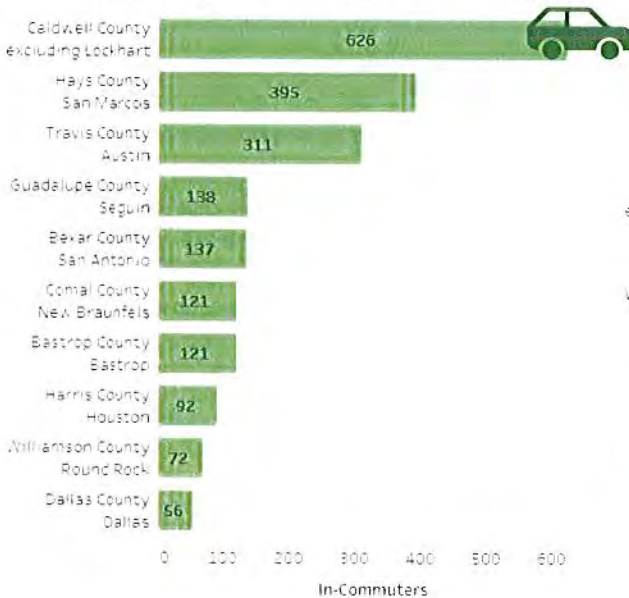
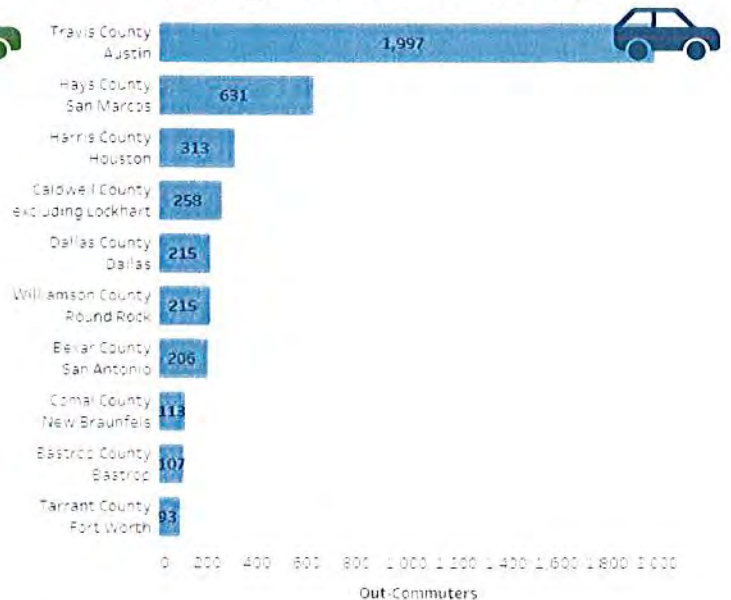


Figure 5.9 Out-Commuting, Employer County Where People Work Who Live in Lockhart, 2017



Source: 2017 U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD), Garner Economics
2017 data commuting data does not include federal workers.

Worker flows help define the size of a local economy’s labor draw, and trends help describe attraction and regional competition. Worker flows represent both daily commuters and short-term, away-from-home assignments. Lockhart residents that remain in the city limits for work are about 30% of the employee base in the City. More than 2,600 workers commute into Lockhart for work (Figure 5.9), including about 600 that live elsewhere in Caldwell County. A majority of Lockhart residents who work outside of the City commute to Austin and other locations in Travis County, which is an employment center for much of the region.



Commuting Trends

The City of Lockhart exports more workers than it retains and imports, leaving a net outflow of -2,398 in 2017. The number of *In-Commuters* and those who *Live and Work in Lockhart* have increased steadily since 2007. The volume of *Out-Commuters* has been variable since 2007 with a general increase beginning in 2013. To support the increase in all categories of workers, there would need to be more residents and more jobs. There are more residents in the City, as we saw earlier in the report, and more jobs which will be explored later in this chapter.

Figure 5.10 City of Lockhart Commuting Trends, 2007-2017

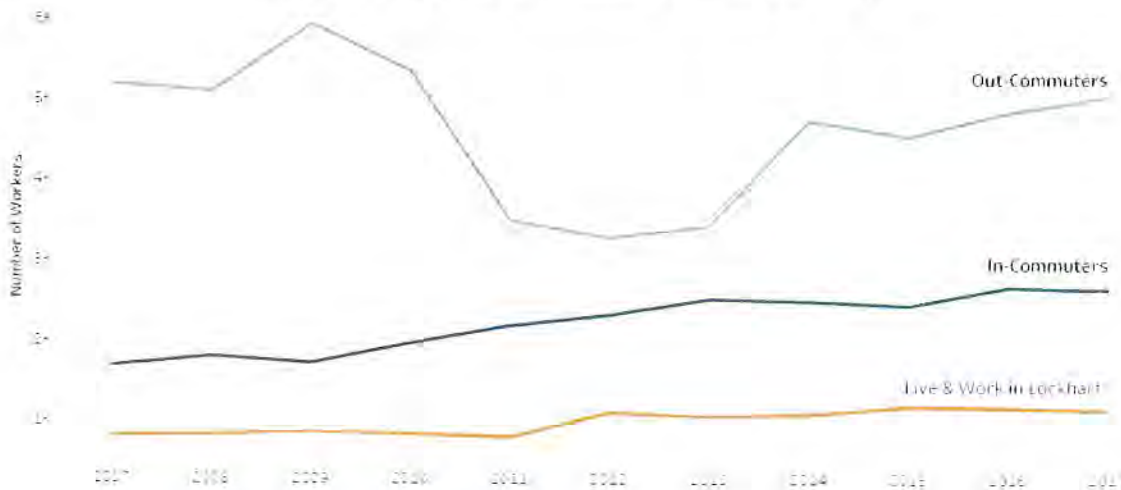


Figure 5.11 City of Lockhart Net Commuter Outflow Trend, 2007-2017



Source: 2017 U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD), Garner Economics
2017 data commuting data does not include federal workers.

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Job Growth

Figure 5.12 Job Growth, 2007–2018

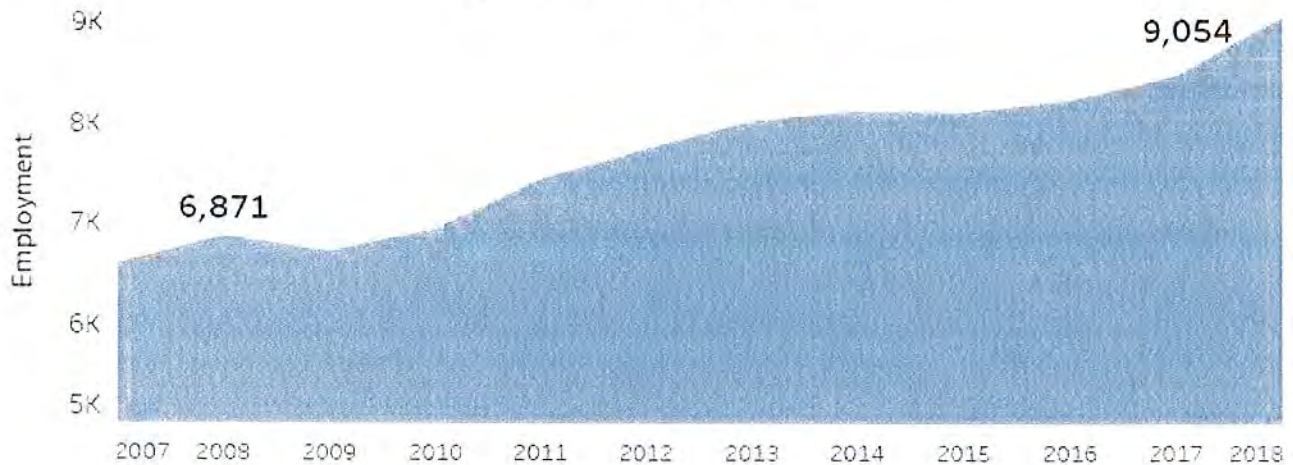


Table 5.4 Job Growth

	2008	2013	2018	5-Year Change (2013–2018)		10-Year Change (2008–2018)	
				#	%	#	%
Caldwell County	6,871	8,017	9,054	1,037	13%	2,183	32%
Austin Metro	768,189	845,787	1,020,783	174,996	21%	252,594	33%
Texas	10,452,907	11,031,907	12,302,358	1,270,451	12%	1,849,451	18%
United States	134,805,659	133,968,434	146,131,754	12,163,320	9%	11,326,095	8%

Source: Bureau of Labor Statistics, Garner Economics.
Comparable data for Lockhart was not available.



Estimated Annual Wages

Table 5.5 Average Annual Wage Growth

	2008	2013	2018	5-Year Growth (2013–2018)		10-Year Growth (2008–2018)	
				#	%	#	%
Caldwell County	33,393	39,601	40,320	718	2%	6,927	21%
Austin Metro	56,231	57,370	63,421	6,051	11%	7,190	13%
Texas	54,549	56,190	58,793	2,603	5%	4,244	8%
United States	54,103	54,661	58,304	3,642	7%	4,201	8%

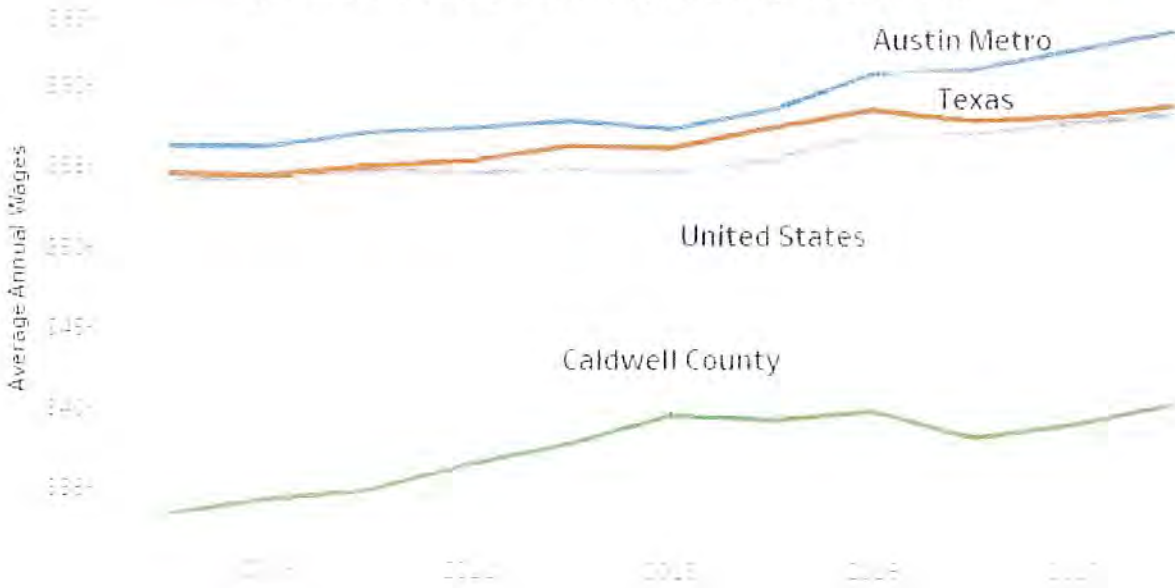
Source: Bureau of Labor Statistics, Garner Economics.
Comparable data for Lockhart was not available. Figures adjusted for inflation.

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Estimated Annual Wages (continued)

Figure 5.13 Average Wage Growth (Adjusted for Inflation), 2008–2018



Source: Bureau of Labor Statistics, Garner Economics.
Comparable data for Lockhart was not available. Figures adjusted for inflation.

Figure 5.14 Average Annual Wage, 2019



Source: Bureau of Labor Statistics, Garner Economics.
Comparable data for Lockhart was not available. Figures adjusted for inflation.

In 2018, the estimated average wage per job in Caldwell County equaled \$40,320 annually or \$775 weekly. It should be noted that wage applies only to employment in Caldwell County and does not measure wages for those workers who live in the County but commute outside the area.

Caldwell County's average annual wage is the lowest among the benchmark geographies and was well below the overall average wage for the Austin Metro of \$63,421. The metro area outperformed all comparisons, growing a total of 29% over the past decade. All wages including Caldwell County's have grown over the past decade, even after adjusting for inflation.



Industry Sector Composition

Table 5.6 Industry Sector Composition, Average Annual Employment 2018

Industry Title	Caldwell County	Texas	United States
NAICS 62 Health Care and Social Assistance	18.3%	13.5%	14.9%
NAICS 44-45 Retail Trade	17.5%	10.9%	10.8%
NAICS 72 Accommodation and Food Services	11.8%	9.9%	9.5%
NAICS 31-33 Manufacturing	8.6%	7.2%	8.7%
NAICS 48-49 Transportation and Warehousing	8.6%	4.5%	4.2%
NAICS 23 Construction	7.9%	6.3%	5.1%
NAICS 92 Public Administration	6.7%	3.7%	5.1%
NAICS 56 Administrative and Waste Services	4.0%	6.7%	6.4%
NAICS 21 Mining, Quarrying, Oil and Gas Extraction	3.0%	2.0%	0.5%
NAICS 52 Finance and Insurance	2.8%	4.4%	4.1%
NAICS 81 Other Services	2.4%	2.7%	3.1%
NAICS 42 Wholesale Trade	2.4%	4.9%	4.0%
NAICS 11 Agriculture, Forestry, Fishing and Hunting	2.2%	0.5%	0.9%
NAICS 71 Arts, Entertainment, and Recreation	1.1%	1.2%	1.9%
NAICS 22 Utilities	0.9%	0.7%	0.6%
NAICS 61 Educational Services	0.8%	9.8%	8.7%
NAICS 53 Real Estate and Rental and Leasing	0.7%	1.8%	1.6%
NAICS 51 Information	0.4%	1.7%	2.0%
NAICS 55 Management of Companies and Enterprises	-	1.2%	1.6%
NAICS 54 Professional and Technical Services	-	6.4%	6.4%

Source: Bureau of Labor Statistics, All ownerships, Garner Economics

Lockhart data is not available. Austin Metro data was not used due to multiple sectors unavailable for disclosure reasons.

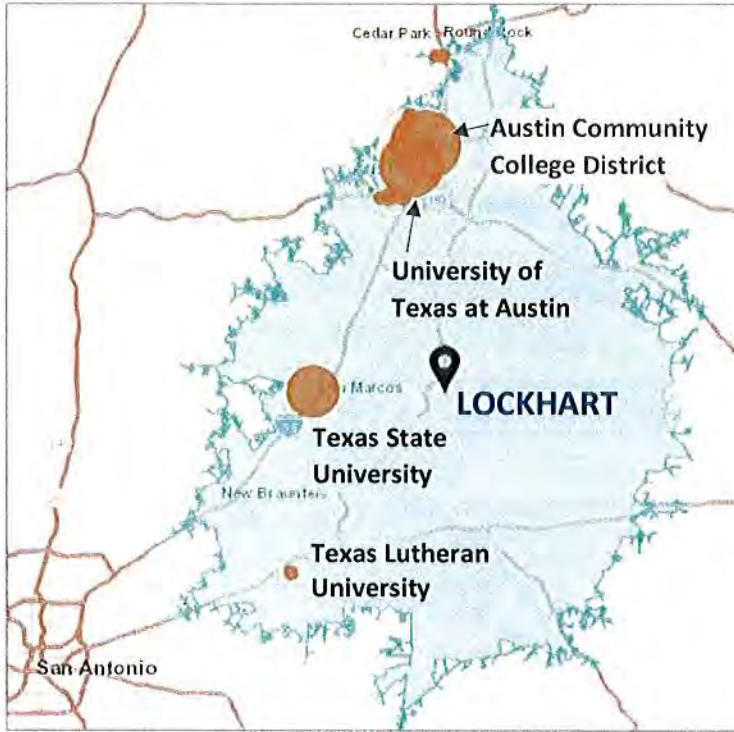
Caldwell County's top industry sector by employment is *Health Care and Social Assistance* with 18.3% of total employment including government. *Retail Trade* was second highest for 2018, with 17.5% of the County's workers are engaged in retail trade. Following *Retail Trade*, *Accommodation and Food Services* employed 11.8% of the workforce. Both *Management of Companies* and *Professional and Technical Services* were not available due to nondisclosure reasons.



Colleges & Universities

Figure 5.15 Colleges & Universities (45-Minute Drive-Time of Lockhart)

Size of marker relative to 2018 enrollment



Neither Lockhart nor Caldwell County has a college or university campus within their boundaries. However, 16 schools within 45 minutes have an enrollment of 177,218 students. The closest campus to Lockhart is Texas State University, located in San Marcos, with almost 43,000 students enrolled. Austin Community College District's 62,000 students are distributed throughout the 11-campus system in the greater Austin area. The University of Texas at Austin is the second-largest school in this group with 55,000 students.

Colleges on this list offer certificates under two years upwards to doctoral degrees in a wide variety of programs. The largest detractor to this large number of students is the competition for talent in the area, particularly as the majority of institutions are located within Austin.

Table 5.7 College & University Enrollment, 2018 (45-Minute Drive-Time of Lockhart)

Institution Name	Highest Level Offered	2018 Enrollment
Austin Community College District	Associate degree	62,493
The University of Texas at Austin	Doctoral degree	55,097
Texas State University	Doctoral degree	42,924
Saint Edward's University	Master's degree	4,780
Strayer University-Texas	Master's degree	3,431
Texas Lutheran University	Master's degree	1,508
Huston-Tillotson University	Master's degree	1,192
Southern Careers Institute-Austin	Certificate < 2 yrs.	1,120
The Art Institute of Austin (moving to Bastrop in 2020)	Bachelor's degree	867
National American University (Harold D. Buckingham Graduate School)	Doctoral degree	820
CyberTex Institute of Technology	Certificate < 2 yrs.	675
South University-Austin	Doctoral degree	651
Auguste Escoffier School of Culinary Arts-Austin	Associate degree	641
The College of Health Care Professions-Austin	Associate degree	640
AOMA Graduate School of Integrative Medicine	Doctoral degree	218
Texas Health and Science University	Doctoral degree	161
Total 2018 Unduplicated Headcount		177,218

Source: National Center for Education Statistics, Garner Economics

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Degrees & Certifications

Figure 5.16 Credentials Granted by Type, 2018

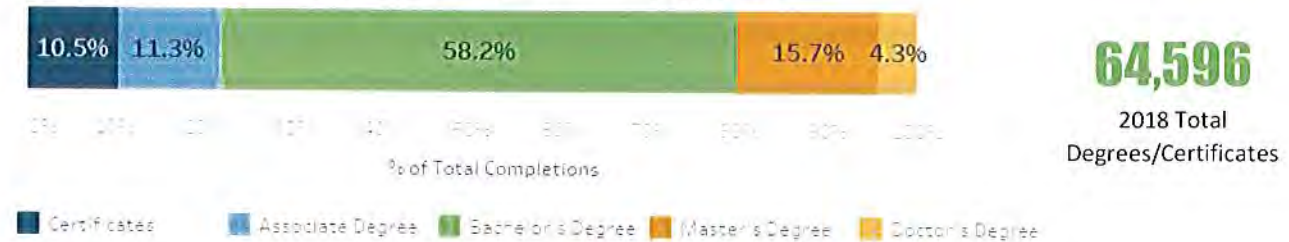
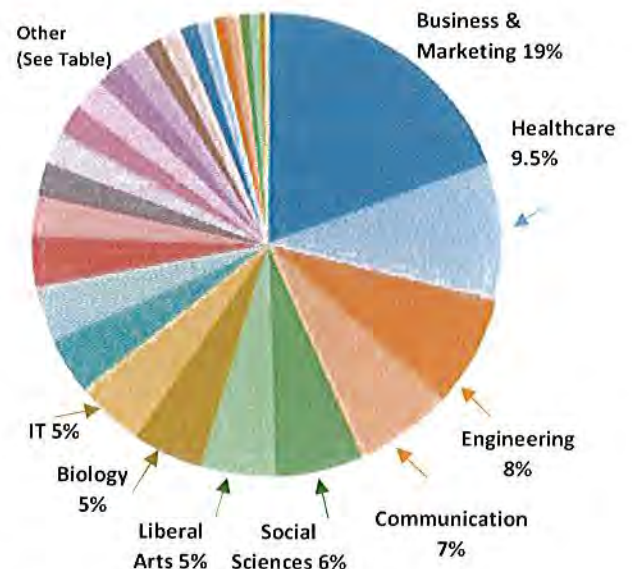


Table 5.8 Credentials Granted by Area of Study, 2018

Area of Study	Credentials Awarded
Business & Marketing	12,448
Health Professions	6,162
Engineering & Engineering Technologies	5,062
Communication & Journalism	4,322
Social Sciences	3,986
Liberal Arts & Group Studies	3,256
Biological & Biomedical Sciences	3,162
Computer & Information Sciences	2,990
Multi/Interdisciplinary Studies	2,606
Visual & Performing Arts	2,472
Psychology	2,324
Parks & Recreation	1,866
English Language	1,526
Public Administration	1,432
Education	1,418
Homeland Security & Protective Services	1,364
Family & Consumer Sciences	1,310
Physical Sciences	1,112
Mathematics	916
Foreign Languages	896
Legal Professions	828
History	700
Personal & Culinary Services	630
Precision Production & Mechanic/Repair Technologies	522
Agriculture & Natural Resources	502
Architecture	372
Philosophy & Religion	276
Construction Trades	82
Science Technologies	48
Transportation & Materials Moving	6
Total Degrees/Certificates Granted in 2018	64,596

Figure 5.17 Main Areas of Study, 2018



The number and type of credentials earned in the area surrounding Lockhart show a diversity that can be applied to many industry clusters. In one year, more than 64,500 students gained degrees or certifications.

What is unclear at the time of this report, is how the widespread shift from on-campus to online education will affect where students are likely to search for work and find opportunities when not finishing their degree on campus, for those larger institutions with a broad distribution of student population.

Source: National Center for Education Statistics, Garner Economics

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Chapter 6: Local Specialization & Growth

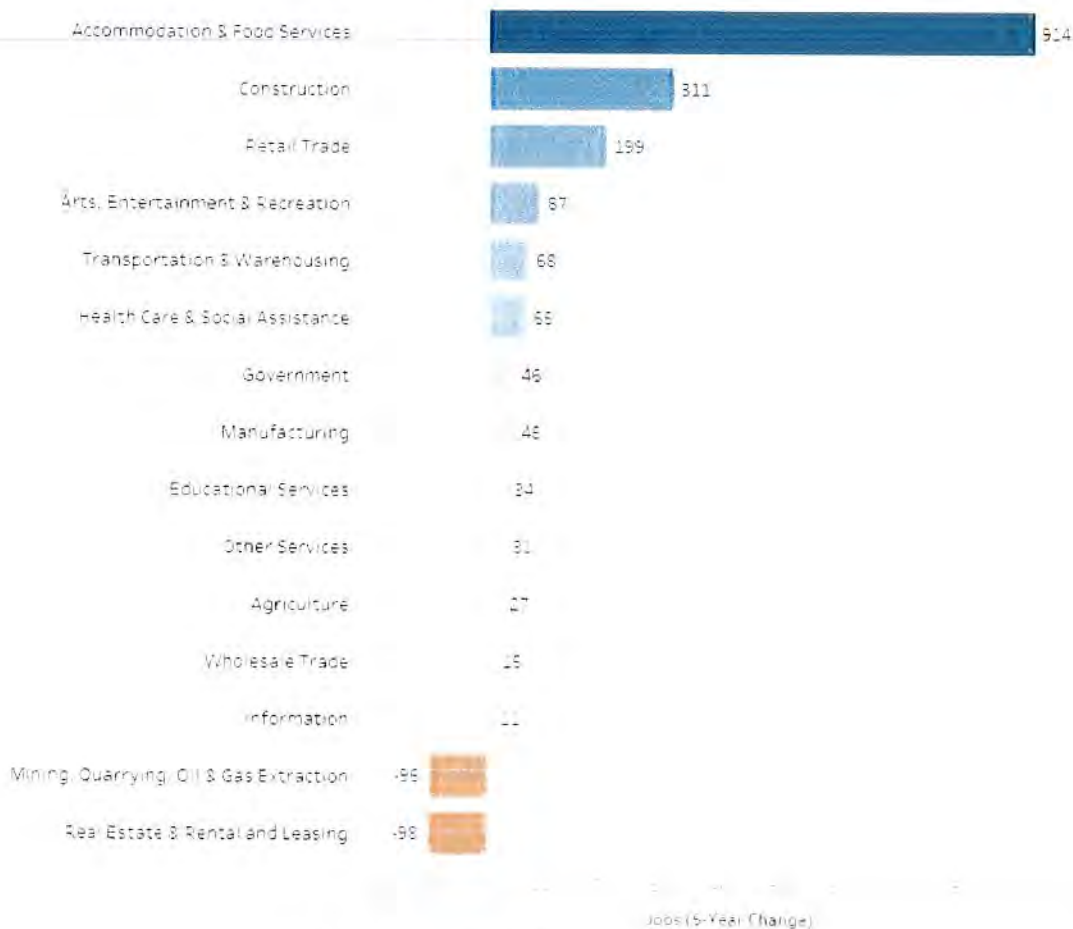
The following section provides a more detailed and in-depth assessment of Lockhart and Caldwell County. The analysis examines the local economy from several different perspectives, each adding a supporting layer of information. The main goals are to provide historical context, reveal areas of unique specialization, and help uncover emerging trends and opportunities. The two main areas of analysis are major industries and occupational groups. Caldwell County provides the most recent and thorough set of data to examine the economy and is used for this section.

Measurements Included

- Major Industry Sector Change
- Industry Earnings
- Occupational Change
- Occupational Earnings
- Local Specialization & Growth

Major Industry Sector Change

Figure 6.1 Caldwell County Employment Change by Major Industry, 2013–2018
Ranked by Absolute Change



Source: Bureau of Labor Statistics, Garner Economic

Management of Companies & Enterprises and Professional, Scientific & Technical Services sectors do not have sufficient information available for analysis. 2019 data is unavailable due to disclosure.

Between 2013 and 2018, the largest absolute industry job gains in Lockhart came from *Accommodation & Food Services*, which increased by 914 jobs. The other two industry sectors with more than 100 jobs gained during this same period are *Construction* and *Retail Trade*, which grew by 311 jobs and 199 jobs respectively. Two sectors experienced job loss over the past five years: *Real Estate* (-98 jobs) and *Mining* (-96 jobs). Overall, Caldwell County had a net increase of more than 1,000 jobs, which includes employment that is considered covered.

Table 6.1 Caldwell County Employment Change by Major Industry, 2013–2018
Ranked by Absolute Change

Industry Sector	2013 Jobs	2018 Jobs	5-Year Change	5-Year % Change
Agriculture	145	172	27	19%
Mining, Quarrying, Oil & Gas Extraction	325	229	-96	-30%
Utilities	70	71	1	1%
Construction	302	613	311	103%
Manufacturing	623	668	45	7%
Wholesale Trade	168	183	15	9%
Retail Trade	1,157	1,356	199	17%
Transportation & Warehousing	598	666	68	11%
Information	18	29	11	61%
Finance & Insurance	223	218	-5	-2%
Real Estate & Rental and Leasing	154	56	-98	-64%
Administrative & Support, Waste Management & Remediation	307	310	3	1%
Educational Services	29	63	34	117%
Health Care & Social Assistance	1,353	1,418	65	5%
Arts, Entertainment & Recreation	-	87	87	-
Accommodation & Food Services	-	914	914	-
Other Services	152	183	31	20%
Government	472	518	46	10%
Total	8,017	9,054	1,037	13%

Source: Bureau of Labor Statistics, QCEW, Garner Economics

Management of Companies & Enterprises and Professional, Scientific & Technical Services sectors do not have sufficient information available for analysis. 2019 data is unavailable due to disclosure.

Industry Earnings

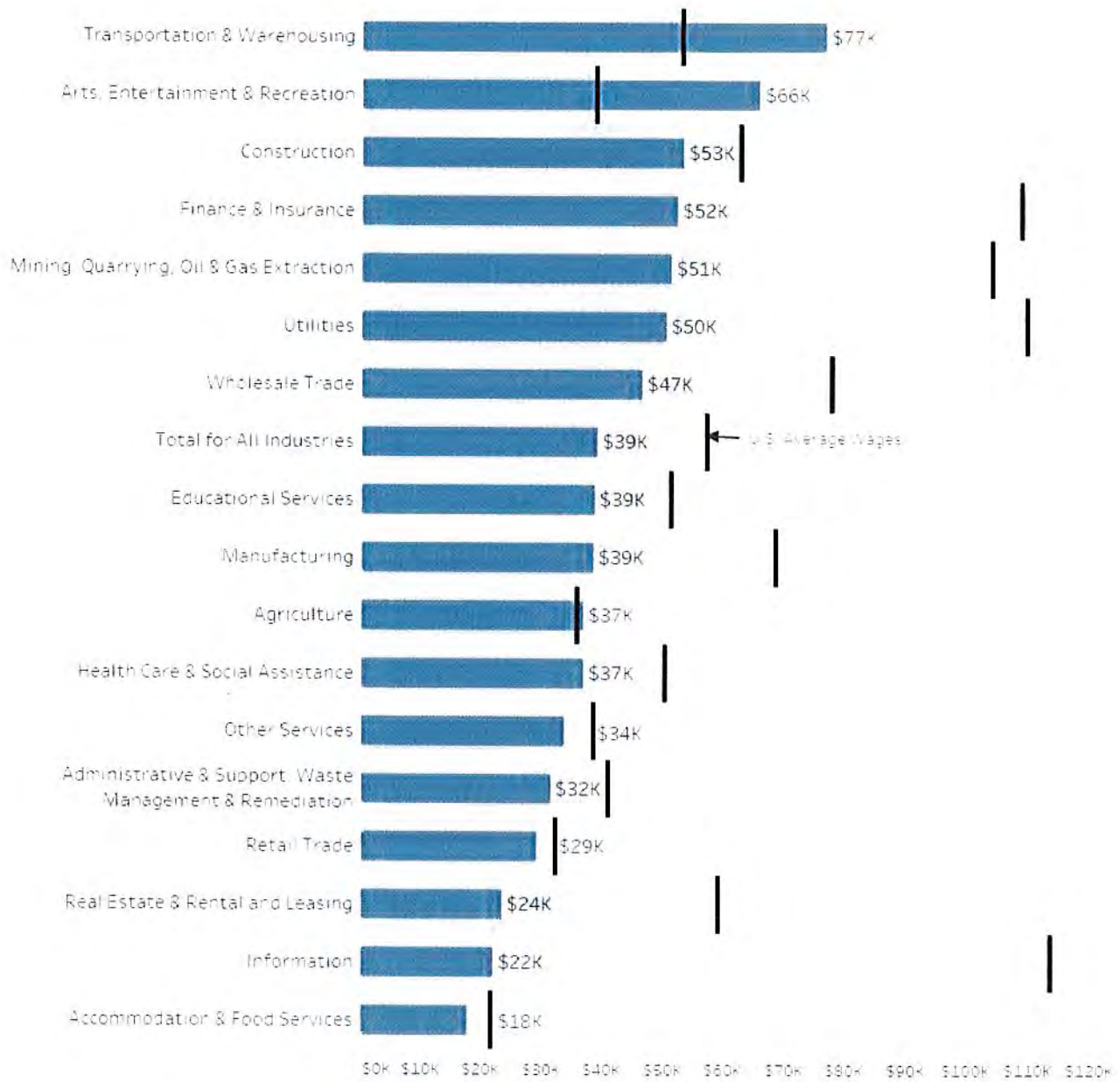
A comparison of Caldwell County's average industry earnings to national averages offers insights into areas of cost-saving opportunities. The average annual wage for all private industries in Caldwell County is \$39,091, which is 32% below the national average of \$57,198. All but three industry sector wages reported for the County are below national averages — two of which are significantly higher. *Transportation & Warehousing* wages are 44% above national levels and *Arts, Entertainment & Recreation* wages are also above the nation.

Table 6.2 Caldwell County Average Annual Industry Salary Comparison, 2018
Ranked by Highest Local Wages
Wages Higher than National are Highlighted in Green

Industry Sectors	Caldwell County Average Wages	United States Average Wages	Percent Difference
Agriculture	\$36,866	\$35,841	3%
Mining, Quarrying, Oil & Gas Extraction	\$51,240	\$104,257	-51%
Utilities	\$50,422	\$109,957	-54%
Construction	\$53,303	\$62,727	-15%
Manufacturing	\$38,548	\$68,525	-44%
Wholesale Trade	\$46,501	\$77,870	-40%
Retail Trade	\$29,155	\$32,362	-10%
Transportation & Warehousing	\$76,747	\$53,197	44%
Information	\$22,059	\$113,781	-81%
Finance & Insurance	\$52,244	\$109,231	-52%
Real Estate & Rental and Leasing	\$23,582	\$59,129	-60%
Administrative & Support, Waste Management & Remediation	\$31,549	\$40,985	-23%
Educational Services	\$38,812	\$51,250	-24%
Health Care & Social Assistance	\$36,783	\$50,326	-27%
Arts, Entertainment & Recreation	\$65,913	\$38,887	69%
Accommodation & Food Services	\$17,757	\$21,559	-18%
Other Services	\$33,725	\$38,464	-12%
Total — All Industries	\$39,091	\$57,198	-32%

Source: Bureau of Labor Statistics, QCEW, Garner Economics
Management of Companies & Enterprises information is not available and is excluded due to disclosure.

**Figure 6.2 Caldwell County Average Annual Industry Salary Comparison, 2018
Ranked by Highest Local Wages**

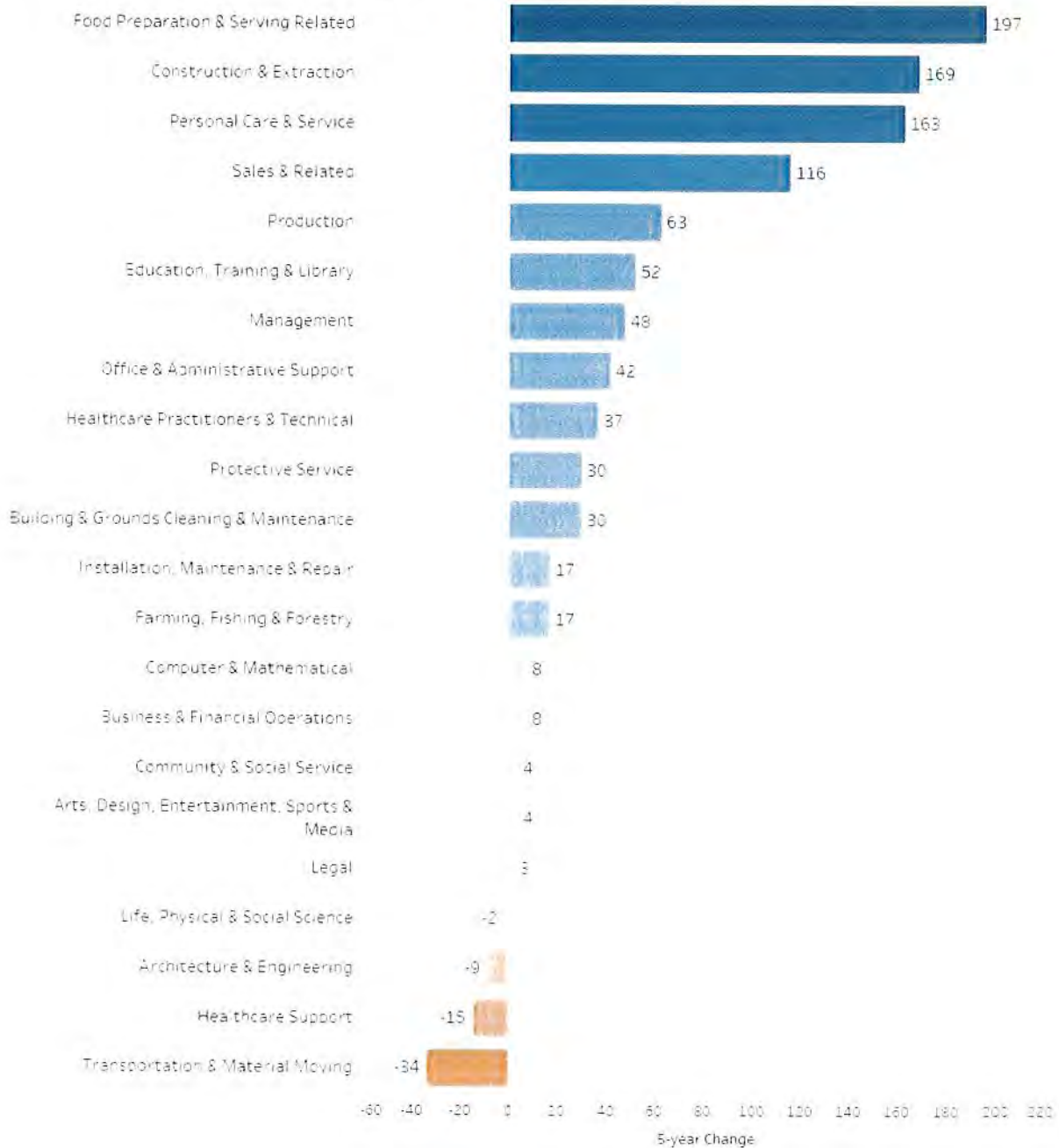


Source: Bureau of Labor Statistics, QCEW, Garner Economics
Management of Companies & Enterprises information is not available and is excluded due to disclosure.

Major Occupational Change

Over the last five years, Caldwell County saw all but four occupational groups gain employment. Occupations that lost jobs include *Transportation and Material Moving* (-34 jobs); *Healthcare Support* (-15 jobs); *Architecture & Engineering* (-9 Jobs); and *Life, Physical & Social Science* occupations (-2 jobs). Major growth occurred in *Food Preparation & Serving Related* (+197 jobs); *Construction & Extraction* (+169 jobs); and *Personal Care & Services* (+163 jobs).

Figure 6.3 Caldwell County Employment Change by Occupational Group, 2014–2019



Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

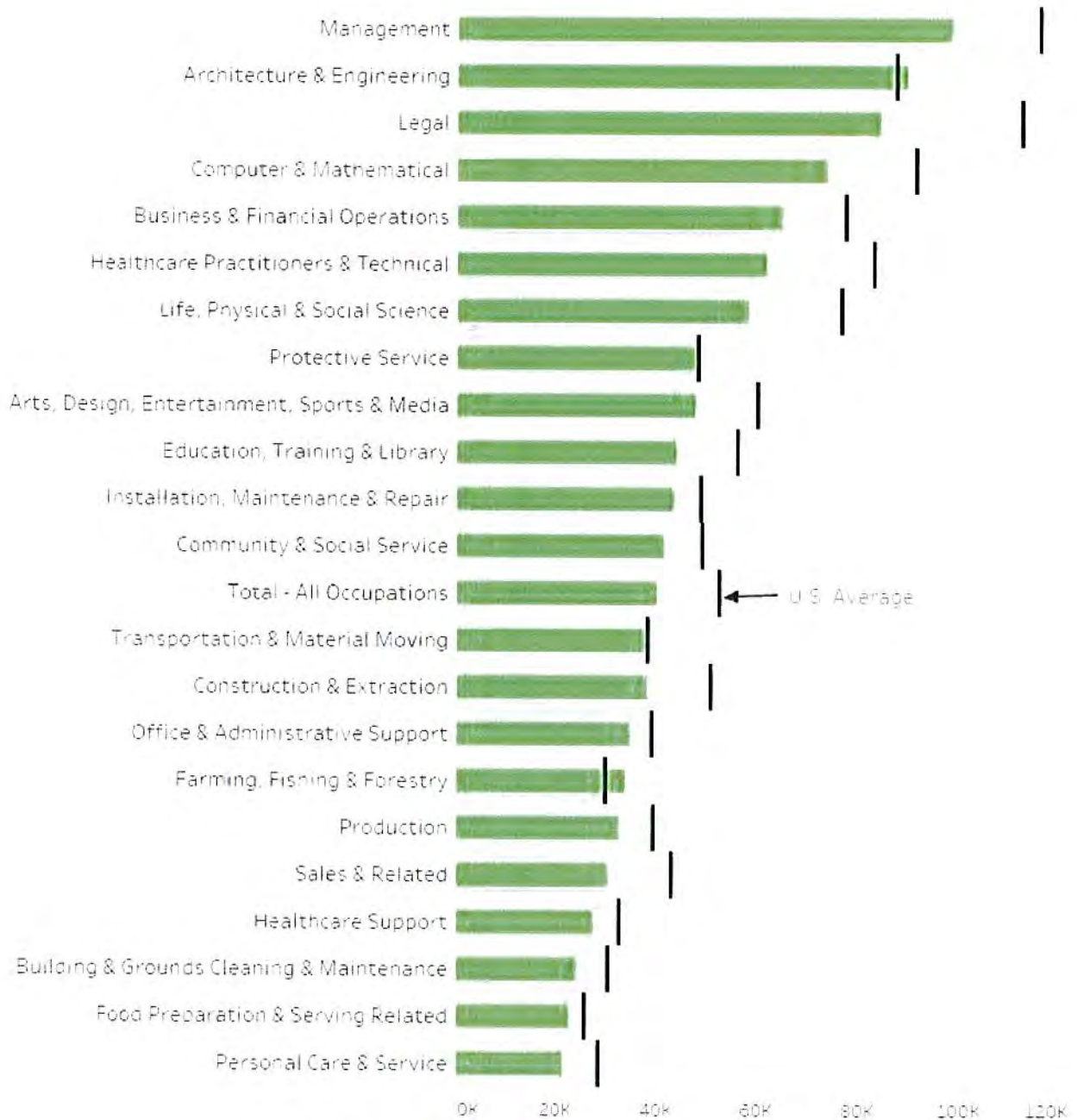
Table 6.3 Caldwell County Employment Change by Major Occupational Group, 2013–2018
Ranked by Absolute Change

Occupation	2014 Jobs	2019 Jobs	5-Year Change
Food Preparation & Serving Related	837	1,034	197
Construction & Extraction	684	853	169
Personal Care & Service	334	497	163
Sales & Related	1,005	1,121	116
Production	539	602	63
Education, Training & Library	689	741	52
Management	1,076	1,124	48
Office & Administrative Support	1,156	1,198	42
Healthcare Practitioners & Technical	540	577	37
Protective Service	262	292	30
Building & Grounds Cleaning & Maintenance	364	394	30
Installation, Maintenance & Repair	437	454	17
Farming, Fishing & Forestry	97	114	17
Computer & Mathematical	91	99	8
Business & Financial Operations	277	285	8
Community & Social Service	195	199	4
Arts, Design, Entertainment, Sports & Media	112	116	4
Legal	53	56	3
Life, Physical & Social Science	45	43	-2
Architecture & Engineering	94	85	-9
Healthcare Support	309	294	-15
Transportation & Material Moving	691	657	-34
Total — All Occupations	9,887	10,836	948

Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

Occupational Earnings

**Figure 6.4 Caldwell County Average Annual Occupational Salary Comparison, 2018
Ranked by Highest Local Wages**



Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

A comparison of the same-occupation average annual earnings for Caldwell County to the national average wage revealed that all but three occupations earned less than the national average. The average annual wage for all occupations in the County was \$40,200, compared to \$52,400 for the national average, a difference of 23%. None of the wage differentials topped 30% over or under, aligning closer to the national level than industry wage comparisons.

Table 6.4 Caldwell County Average Annual Occupational Salary Comparison, 2018
Ranked by Highest Local Wages
Wages Higher than National are Highlighted in Green

Occupation Group	Caldwell County Average Wages	United States Average Wages	Percent Difference
Management	\$98,600	\$116,200	-15%
Business & Financial Operations	\$65,000	\$77,400	-16%
Computer & Mathematical	\$73,700	\$91,500	-19%
Architecture & Engineering	\$89,700	\$87,400	3%
Life, Physical & Social Science	\$58,200	\$76,500	-24%
Community & Social Service	\$41,500	\$49,100	-15%
Legal	\$84,300	\$112,500	-25%
Education, Training & Library	\$44,000	\$55,900	-21%
Arts, Design, Entertainment, Sports & Media	\$47,800	\$59,900	-20%
Healthcare Practitioners & Technical	\$61,900	\$83,100	-26%
Healthcare Support	\$27,500	\$32,500	-15%
Protective Service	\$48,000	\$48,300	-1%
Food Preparation & Serving Related	\$22,900	\$25,600	-11%
Building & Grounds Cleaning & Maintenance	\$24,300	\$30,400	-20%
Personal Care & Service	\$21,400	\$28,300	-24%
Sales & Related	\$30,400	\$43,000	-29%
Office & Administrative Support	\$34,700	\$39,000	-11%
Farming, Fishing & Forestry	\$34,000	\$29,900	14%
Construction & Extraction	\$38,300	\$50,700	-24%
Installation, Maintenance & Repair	\$43,700	\$48,700	-10%
Production	\$32,700	\$39,200	-17%
Transportation & Material Moving	\$38,400	\$38,200	1%
Total – All Occupations	\$40,200	\$52,400	-23%

Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

Major Industry Sector Specialization & Growth

Major industry sector specialization focuses on the geographic concentrations of similarly classified industries. For many sectors, there exist interconnections between suppliers, occupations, and associated supporting institutions.

Nine industry sectors have a local specialization greater than one and experienced job growth in the past five years in Caldwell County. These make up the *Competitive* category and can be found below under the green heading.

Five industry sectors had local specialization below one, but experienced job growth within the past five years and are considered *Emerging*. They can be found below under the orange heading.

Three sectors are classified as *Declining* due to job loss and low local specialization; they are below under the red heading.

Finally, one industry sector is considered *At-Risk* due to a high LQ but experienced job losses in the last five years. This sector is *Mining, Quarrying, Oil & Gas Extraction* and is often prone to cyclical employment.

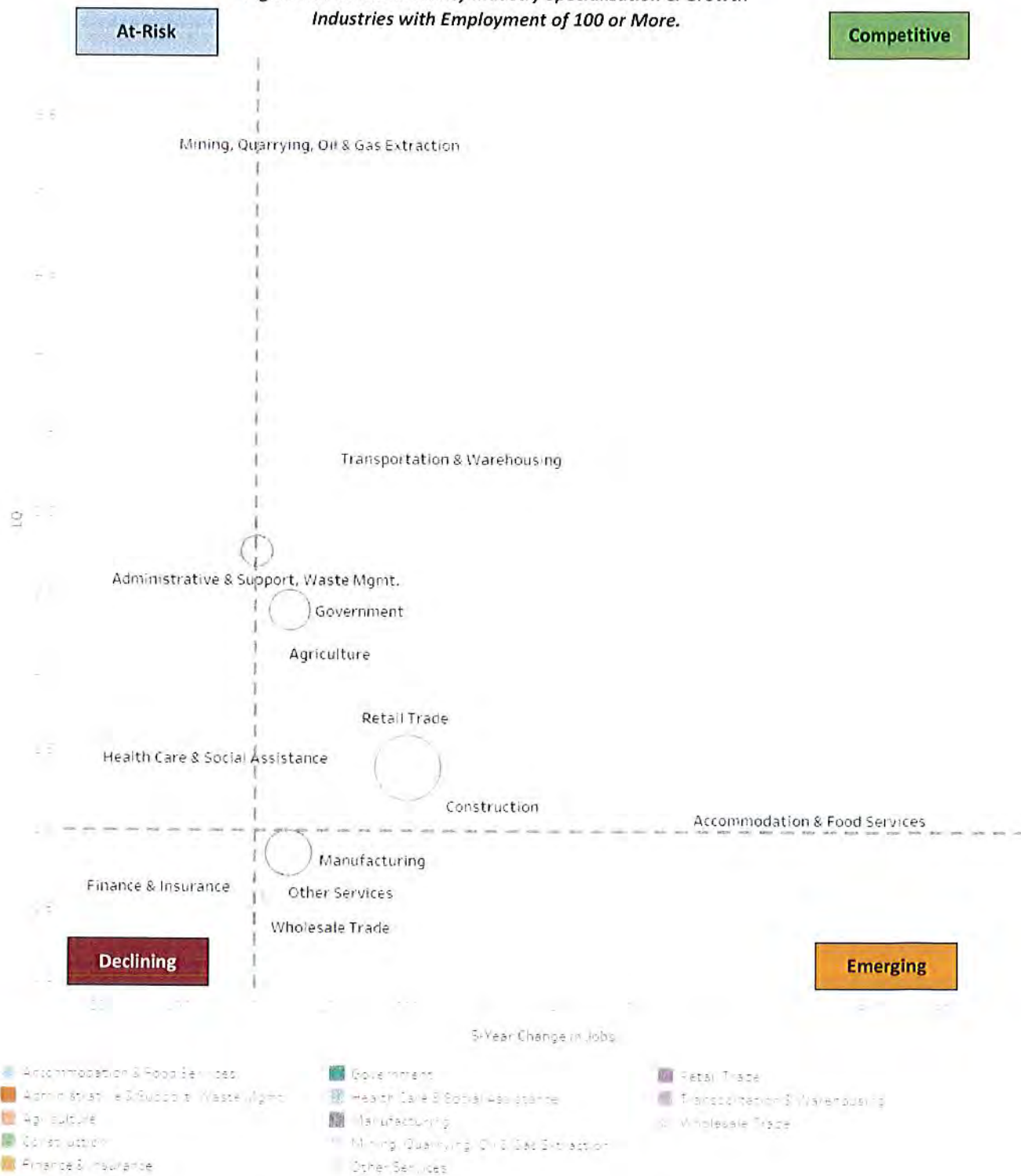
Table 6.5 Caldwell County Industry Specialization and Growth

Industry Sector	2013–2018 Employment Change	2018 Location Quotient	2018 Jobs
Competitive			
Accommodation & Food Services	914	1.07	914
Construction	311	1.37	613
Retail Trade	199	1.39	1,356
Transportation & Warehousing	68	3.32	666
Health Care & Social Assistance	65	1.16	1,418
Government	46	2.38	518
Agriculture	27	2.2	172
Administrative & Support, Waste Management & Remediation	3	2.75	310
Utilities	1	3.47	71
Emerging			
Manufacturing	45	0.85	668
Educational Services	34	0.35	63
Other Services	31	0.66	183
Wholesale Trade	15	0.5	183
Information	11	0.17	29
Declining			
Arts, Entertainment & Recreation	87	0.59	87
Finance & Insurance	-5	0.59	218
Real Estate & Rental and Leasing	-98	0.4	56
At-Risk			
Mining, Quarrying, Oil & Gas Extraction	-96	5.49	229

Source: Bureau of Labor Statistics, QCEW, Garner Economics

Management of Companies & Enterprises information is not available and is excluded due to disclosure

Figure 6.5 Caldwell County Industry Specialization & Growth Industries with Employment of 100 or More.



Source: Bureau of Labor Statistics, QCEW, Garner Economics
Management of Companies & Enterprises information is not available and is excluded due to disclosure.

Occupational Specialization & Growth

Occupational groupings represent similar skills and educational qualifications, but not necessarily specific industry sectors. In this analysis, major occupational groups are evaluated for their growth and concentration.

Eleven occupational groups have a local specialization greater than one and experienced job growth in the past five years in Caldwell County. These make up the *Competitive* category and are below under the green heading.

Seven occupations had local specialization below one but experienced job growth within the past five years and are considered *Emerging*. They are below under the orange heading.

Three sectors are classified as *Declining* due to job loss and low local specialization and are under the red heading.

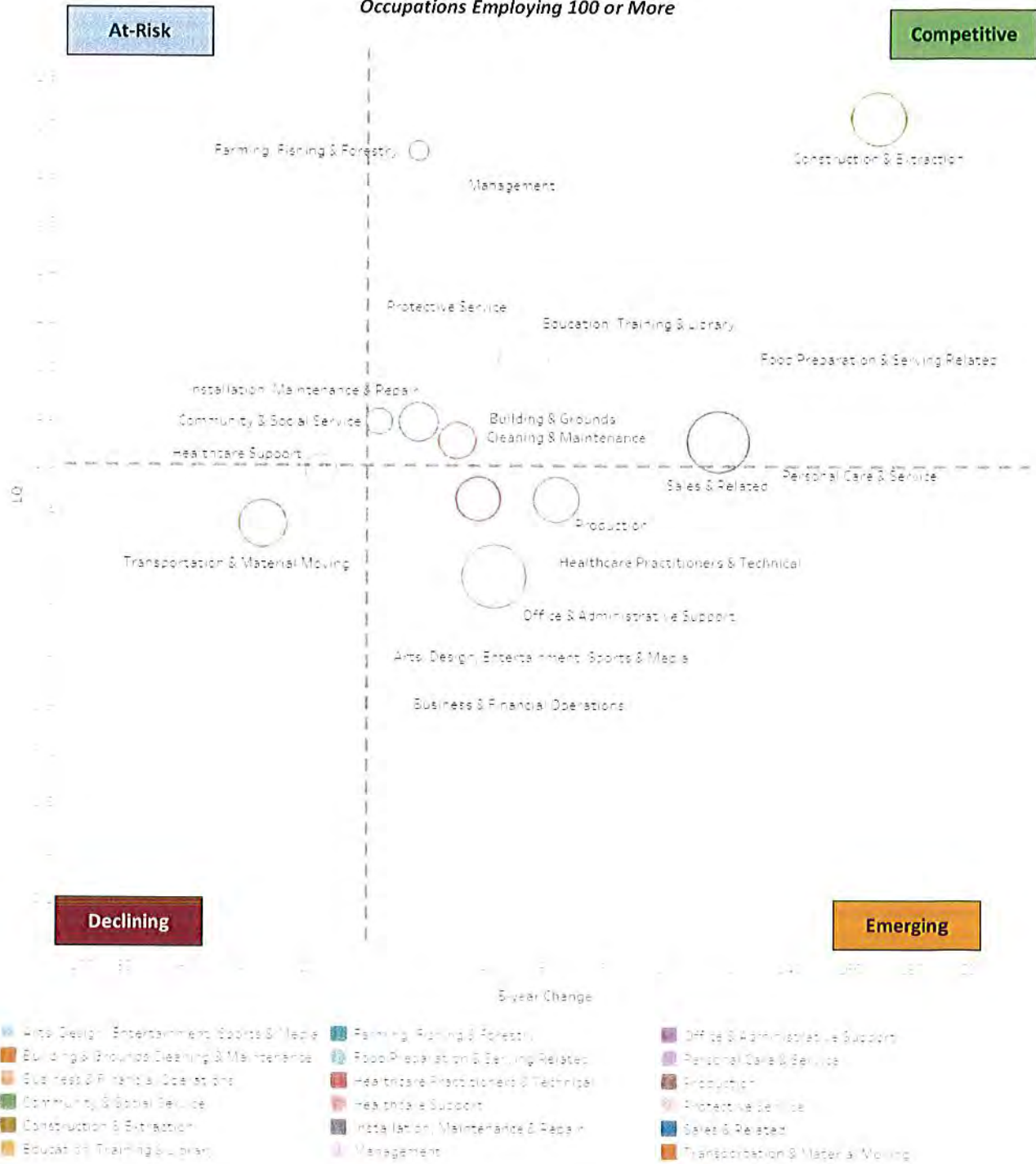
Finally, one industry sector is considered *At-Risk* due to an LQ of one or more, but experienced job losses in the last five years. This sector is *Healthcare Support* and due to growing national demand in healthcare, this is likely to rebound soon.

Table 6.6 Caldwell County Occupational Specialization and Growth

Description	2014–2019 Change	2019 Location Quotient	2019 Jobs
Competitive			
Food Preparation & Serving Related	197	1.11	1034
Construction & Extraction	169	1.72	853
Personal Care & Service	163	1.05	497
Sales & Related	116	1.05	1121
Education, Training & Library	52	1.22	741
Management	48	1.67	1124
Protective Service	30	1.26	292
Building & Grounds Cleaning & Maintenance	30	1.05	394
Installation, Maintenance & Repair	17	1.09	454
Farming, Fishing & Forestry	17	1.65	114
Community & Social Service	4	1.09	199
Emerging			
Production	63	0.93	602
Office & Administrative Support	42	0.77	1198
Healthcare Practitioners & Technical	37	0.93	577
Computer & Mathematical	8	0.31	99
Business & Financial Operations	8	0.5	285
Arts, Design, Entertainment, Sports & Media	4	0.6	116
Legal	3	0.62	56
Declining			
Life, Physical & Social Science	-2	0.5	43
Architecture & Engineering	-9	0.46	85
Transportation & Material Moving	-34	0.88	657
At-Risk			
Healthcare Support	-15	0.99	294

Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

Figure 6.6 Caldwell County Occupational Specialization and Growth Occupations Employing 100 or More



Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

Chapter 7: Optimal Targets for Lockhart, Texas

The optimal business sectors selection is based on the specific characteristics of the economy and assets of Lockhart, Texas. These recommended targets are designed to assist the City and its economic development efforts in prioritizing resources and focusing on sectors in which Lockhart holds a competitive advantage and/or has growth potential. This approach will help policymakers prioritize the City's community and economic development strategy.

Garner Economics uses a desirability and feasibility screening matrix to determine the optimal targets. Desirability begins by considering the types of business sectors that stakeholders of Lockhart would like to see in the community (Figure 7.1). Feasibility includes what the City can reasonably achieve in the short- to mid-term, based on current or planned locational assets and an analytical review of the economy.

Using results from the Economic and Labor Force research, A&C, a community survey and field visits — four business and industry families were chosen that best match Lockhart's unique competitive advantages to the needs of particular industry sectors. These targets are:

- Auto Parts, Metal & Electronic Manufacturing
- Food & Beverage Processing
- Logistics & Distribution
- Pharmaceutical, Medical Supplies & Medical Device Manufacturing

For each targeted business sector, the community's competitive advantages are presented, along with national trends and projections of the targets. In some cases, target sectors are flat or losing jobs nationally, but the particular set of economic development assets in Lockhart position it to capture any growing demand.

It should also be noted that this report was written in the height of the COVID-19 pandemic, which brought an added layer of complexity and opportunity. In selecting targets, Garner Economics also looked forward to predicted changes in the national economy due to supply chain shifts and reshoring. During the final stages of this analysis, Tesla announced the location of their new \$1.1 billion, 5,000-job assembly plant near Austin. The plant will be approximately 25 minutes from Lockhart and should have a positive impact on attracting businesses.

For each target, a profile is presented with a list of individual subsectors and accompanying NAICS classifications as well as a list of rationales that are identified as appealing to the needs of **prospects (P)** or the **community (C)**. This material can be used in marketing and community support efforts or to help economic development personnel prioritize targeting efforts.

Figure 7.1: Optimal Target Screening Process



Targets

- Auto Parts, Metal & Electronic Mfg.
- Food & Beverage Processing
- Logistics & Distribution
- Pharmaceutical, Medical Supplies & Medical Device Mfg.

Figure 7.2 Optimal Targets for Lockhart

Auto Parts, Metal & Electronic Mfg.

- Auto Parts Mfg.
 - Seating & Interior Trim
 - Brake Systems
 - Electronic equipment
 - Tires
- Battery Mfg.
- Computer & Peripheral Equipment Mfg.
- Electrical Equipment & Component Mfg.
- Metal Product Mfg.
- Architectural & Structural Metals Mfg.
- Ventilation, Heating, Air-Conditioning & Refrigeration Equipment Mfg.
- Metalworking Machinery Mfg.
- Industrial Machinery Mfg.
- Machine Shops

Food & Beverage Processing

- Seasoning & Dressing Mfg.
- Snack Food Mfg.
- Specialty Food & Flavoring Mfg.
- Fruit & Vegetable Processing
- Frozen Food Mfg.
- Soft Drink & Ice Mfg.
- Wineries, Distilleries & Breweries
- Bakeries & Tortilla Mfg.
- Meat Processing
- Animal Food Mfg.
- Grocery Wholesalers
- Refrigerated Warehousing & Storage
- Farm Product Wholesalers, Warehousing

Logistics & Distribution

- E-Commerce
- Logistics Consulting
- Freight Forwarders
- Distribution, Durable & Nondurable Goods
- Trucking & Specialized Freight
- Other Support Activities for Transportation
- Packaging & Labeling Services
- Medical Device & Personal Protection Equipment (PPE) Distribution

Pharmaceutical, Medical Supplies & Medical Device Mfg.

- Pharmaceutical Mfg.
- Health & Wellness Consumer Goods
- Medical Device Mfg.





Manufacturing remains a strong economic driver for many communities and is a desirable target. This target includes *Auto Parts, Metalworking, Computer, and Electronics Manufacturing*. Caldwell County has just over 600 people employed in *Manufacturing*, which grew 7% in the past five years. The number of production workers in the greater Austin Metro is more than 40,000 workers. Understanding that Lockhart is part of the Austin Metro, but can also access a workforce further south and west, a 45-minute drive-time analysis reveals nearly 60,000 *Manufacturing* employees. While the competition for talent remains strong, the sheer number of manufacturing talent in the region is positive.

Texas has three, soon to be four vehicle assembly plants — GM, Peterbilt, Toyota and the recently announced Tesla Gigafactory. Tesla will build its Cybertruck, Semi truck and Model Y at the 2,000-acre site near the Austin International Airport. GM’s facility is located in Arlington, and Peterbilt builds its trucks in Denton, where its headquarters is located. Toyota began production of pickup trucks in San Antonio in 2006, only 80 miles from Lockhart.

While existing facilities may have established supply chains, the new Tesla factory will create a surge of automotive supplier location movement. The supply chain model Tesla began with included more vertical integration with the main components made by them. Tesla is a comparatively young mass-production company and has not yet built the models slated for the Austin facility. Their supply chain will continue to evolve. Tier 1 suppliers will likely locate on the same campus as the assembly facility while Tier 2 & 3 suppliers, in particular, will likely want to locate in the area surrounding the plant. Lockhart stands to benefit from high-value automotive part manufacturers serving Tesla.

A change in policy could also help the attraction of automotive suppliers, such as the new U.S./Mexico/Canada (USMCA) trade agreement taking effect July 1, 2020. This agreement increases the requirement for North American made automotive content from the NAFTA 62% up to 75% for “tariff-free” status.

Target rationales include:

- Centrally located for major regional & national markets (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Within ½ hour of major university/college (P)(C)
- Competitive cost of labor (P)
- Availability of sites (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Low cost of living (P)(C)
- Historical national job growth of 17.7% for past decade (P)(C)
- National average wage \$70,145 (C)
- 12,947 degrees and certificates granted in majors related to target (P)



Legend: Items appealing to needs of prospects (P) or community (C).

Texas, and Austin in particular, is well known for *Electronics Manufacturing*. Dell is headquartered in Round Rock, and Apple's new campus in Austin brings industry giants close to Lockhart. Leveraging existing knowledge in the region creates opportunity to attract *Electronics, Computers, and Components Manufacturing* to Lockhart.

Metalworking companies like Pure Castings, which manufactures precision investment castings, provide a great example of operations that will flourish in Lockhart.

There were nearly 13,000 degrees or certificates granted in the 45-minute drive-time surrounding Lockhart that were related to *Manufacturing and Business Management*. Nearly half of those awards are for *Business, Management, Marketing & Related* programs while about 2,500 are in *Engineering and Engineering Technologies*.

Table 7.1 Regional Degree Completions in Majors Related to Target, 2018

Area of Study	Certificates	Associate	Bachelor's	Master's+	Total
Business, Management, Marketing & Related	1,133	396	2,937	1,721	6,187
Engineering		66	1,430	629	2,125
Communication, Journalism & Related	5	42	1,842	134	2,023
Computer, Information Sciences & Support Services	268	209	780	231	1,488
Mathematics & Statistics	20	27	358	49	454
Engineering Technologies & Related Fields	126	90	137	53	406
Precision Production	132	41			173
Mechanic and Repair Technologies/Technicians	48	40			88
Transportation & Materials Moving			3		3
Total	1,732	911	7,487	2,817	12,947

*Graduates from colleges & universities in a 45-minute drive-time from Lockhart are included.
Source: National Center for Education Statistics, Garner Economics*

Table 7.2 Target Employment, Change and Wages, United States, 2019

NAICS	Industry Description	2019 Jobs	10-Year Change	10-Year % Change	10-Year Forecast	10-Year % Forecast	Average Wages
3321	Forging & Stamping	101,989	13,046	14.7%	-2,369	-2.3%	\$59,242
3323	Architectural & Structural Metals Mfg.	400,344	53,165	15.3%	15,990	4.0%	\$56,010
3325	Hardware Mfg.	25,664	777	3.1%	-1,368	-5.3%	\$62,521
3326	Spring & Wire Product Mfg.	44,119	281	0.6%	-1,608	-3.6%	\$54,410
3327	Machine Shops; Turned Product; Screw, Nut & Bolt Mfg.	375,899	57,816	18.2%	13,608	3.6%	\$56,155
3329	Other Fabricated Metal Product Mfg.	283,590	29,737	11.7%	3,959	1.4%	\$64,180
3332	Industrial Machinery Mfg.	121,644	18,344	17.8%	249	0.2%	\$85,153
3334	Ventilation, Heating, Air-Conditioning & Commercial Refrigeration Equipment Mfg.	137,203	6,529	5.0%	-4,337	-3.2%	\$57,467
3335	Metalworking Machinery Mfg.	181,946	22,304	14.0%	-726	-0.4%	\$62,693
3341	Computer & Peripheral Equipment Mfg.	161,438	-7,516	-4.4%	-12,756	-7.9%	\$203,935
3353	Electrical Equipment Mfg.	145,552	885	0.6%	-1,379	-0.9%	\$72,618
3359	Other Electrical Equipment & Component Mfg.	149,472	27,444	22.5%	12,141	8.1%	\$69,550
3363	Motor Vehicle Parts Mfg.	606,115	188,919	45.3%	38,514	6.4%	\$60,262
	Total/Weighted Average	2,734,976	411,732	17.7%	59,917	2.2%	\$70,145

Certain subsectors included in target matrix (Figure 7.1) have different naming than NAICS code subsector and the business activity falls under NAICS listed above. Source: EMSI, Garner Economics

Essential to attracting target companies is the talent in the area along with the workforce pipeline. Key, high-demand occupations for businesses within this target family include production, engineering, management, and professional positions. Many of these occupations are classified as having a Bright Outlook by O*Net indicating rapid growth or numerous job openings — or both — on a national level. For the key occupations listed below, the typical on-the-job training and education needed for entry are included. The annual median wage rate for the metro is in the last column; however, as noted earlier in the report, Lockhart’s wages will be more competitive.

Table 7.3 Key High-Demand Occupations for Target, Austin Metro, 2019

Occupation	2019 Metro Employment	Typical On-the-Job Training	Typical Education Needed	Median Wage
General and Operations Managers	21,520	None	Bachelor's	\$101,450
Bookkeeping, Accounting & Auditing Clerks	11,990	Moderate-term	Some college, no degree	\$42,280
Laborers, Freight, Stock & Material Movers, Hand	11,440	Short-term	None	\$26,910
Stockers and Order Fillers	10,810	Short-term	High school	\$29,010
Maintenance and Repair Workers, General	9,240	Moderate-term	High school	\$36,680
Heavy and Tractor-Trailer Truck Drivers	8,120	Short-term	Postsecondary Certificate	\$40,080
Shipping, Receiving & Inventory Clerks	4,820	Short-term	High school	\$33,840
Light Truck Drivers	4,420	Short-term	High school	\$41,820
Inspectors, Testers, Sorters, Samplers & Weighers	4,050	Moderate-term	High school	\$39,480
Miscellaneous Assemblers and Fabricators	3,910	Moderate-term	High school	\$29,210
Training and Development Specialists	2,970	None	Bachelor's	\$56,290
First-Line Supervisors of Production and Operating Workers	2,760	None	High school	\$61,940
Electrical Engineers	2,590	None	Bachelor's	\$102,020
Heating, Air Conditioning & Refrigeration Mechanics and Installers	2,460	Long-term	Postsecondary Certificate	\$42,500
Production, Planning & Expediting Clerks	2,150	Moderate-term	High school	\$42,300
Mechanical Engineers	2,100	None	Bachelor's	\$88,940
Electrical, electronic & electromechanical assemblers, except coil winders, tapers & finishers	1,810	Moderate-term	High school	\$31,220
Industrial Engineers	1,780	None	Bachelor's	\$95,740
Machinists	1,740	Long-term	High school	\$47,690
Helpers—Production Workers	1,670	Short-term	High school	\$29,060
Welders, Cutters, Solderers & Brazers	1,650	Moderate-term	High school	\$42,410
Structural Metal Fabricators and Fitters	540	Moderate-term	High school	\$36,290
Coating, Painting & Spraying Machine Setters, Operators & Tenders	460	Moderate-term	High school	\$41,080
Computer Numerically Controlled Tool Operators	290	Moderate-term	High school	\$42,220
Computer Numerically Controlled Tool Programmers	100	Moderate-term	Postsecondary Certificate	\$64,890

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

— Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.

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Finding candidates for in-demand jobs can come from a variety of occupations. Having skills that can transfer to these in-demand positions allows for flexibility in recruitment. O*Net provides a basis for listing similar occupations with capabilities that match key jobs needed for the target. This allows a wider net to evaluate talent in the area.

Table 7.4 Skills Transferability, Key Target Occupations, 2019

Occupation	Compatible Occupations
Coating, Painting & Spraying Machine Setters, Operators & Tenders	Sawing Machine Operators; Textile Cutting Machine Operators; Cutting and Slicing Machine Operators; Cutting, Punching, and Press Machine Operators; Conveyor Operators; Mine Cutting and Channeling Machine Operators; Molding and Casting Workers;
Computer Numerically Controlled Tool Operators	Geothermal Technicians; Aircraft Structure, Surfaces, Rigging, and Systems Assemblers; Electronic Equipment Installers and Repairers, Motor Vehicles; Heat Treating Equipment Operators; Rolling Machine Operators; Crushing, Grinding, and Polishing Machine Operators; Stationary Engineers and Boiler Operators
Computer Numerically Controlled Tool Programmers	Mechanical Engineering Technicians; Tool and Die Makers; Manufacturing Production Technicians; Mechanical Engineering Technologists; Fabric and Apparel Patternmakers; Photonics Technicians; Medical Appliance Technicians
Electrical, Electronic & Electromechanical Assemblers, Except Coil Winders, Tapers & Finishers	Milling and Planing Machine Operators; Team Assemblers; Electromechanical Equipment Assemblers; Paper Goods Machine Setters, Operators, and Tenders; Sawing Machine Operators; Lathe and Turning Machine Tool Operators
Heating, Air Conditioning & Refrigeration Mechanics and Installers	Maintenance and Repair Workers, General; Control and Valve Installers and Repairers; Electronic Equipment Installers and Repairers, Motor Vehicles; Construction Carpenters; Commercial Divers; Geothermal Technicians; Weatherization Installers and Technicians
Industrial Engineers	Industrial Engineering Technologists; Commercial and Industrial Designers; Mechanical Drafters; Logistics Analysts; Civil Engineering Technicians; Production, Planning, and Expediting Clerks; Electrical Drafters
Inspectors, Testers, Sorters, Samplers & Weighers	Electrical and Electronic Equipment Assemblers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping; Team Assemblers; Log Graders and Scalers; Office Machine Operators; Mail Clerks and Mail Machine Operators; Milling and Planing Machine Operators; Etchers and Engravers
Machinists	Multiple Machine Tool Operators; Drilling and Boring Machine Tool Operators; Welders, Cutters, and Welder Fitters; Aircraft Structure, Surfaces, Rigging, and Systems Assemblers; Extruding and Forming Machine Operators; Tool Grinders, Filers, and Sharpeners; Patternmakers
Maintenance and Repair Workers, General	Recreational Vehicle Service Technicians; Outdoor Power Equipment and Other Small Engine Mechanics; Helpers—Installation, Maintenance, and Repair Workers; Pipelayers; Septic Tank Servicers and Sewer Pipe Cleaners; Weatherization Installers and Technicians; Helpers—Extraction Workers
Mechanical Engineers	Automotive Engineers; Electrical Engineering Technologists; Industrial Engineering Technologists; Logistics Engineers; Manufacturing Engineering Technologists; Commercial and Industrial Designers; Water/Wastewater Engineers
Production, Planning & Expediting Clerks	Order Clerks; Procurement Clerks; Tellers; Hotel, Motel, and Resort Desk Clerks; Bill and Account Collectors; First-Line Supervisors of Personal Service Workers; Office Clerks, General
Structural Metal Fabricators and Fitters	Floor Layers; Glaziers; Paperhangers; Machine Feeders and Offbearers; Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters; Foundry Mold and Coremakers; Stone Cutters and Carvers
Welders, Cutters, Solderers & Brazers	Molding and Casting Workers; Tile and Marble Setters; Drilling and Boring Machine Tool Operators; Lathe and Turning Machine Tool Operators; Grinding and Polishing Workers, Hand; Tool Grinders, Filers, and Sharpeners; Heat Treating Equipment Operators

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

— Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.



The *Food and Beverage* industry grew 14.2% over the past decade nationally. Continued growth is expected to be about 5% for the next decade. *Breweries, Wineries and Distilleries* showed the strongest growth with *Breweries* increasing a whopping 240% over the past 10 years. These three sectors will continue to be strong moving forward, followed by *Seasoning & Dressing Manufacturing* (12.2%), *Animal Food Manufacturing*, and *Farm Product Warehousing* (10.4%).² *Beverage Manufacturing* extends past the alcoholic drinks with additive water and energy drinks leading growth.

The industry has been undergoing a shift, with consumers increasingly choosing healthy, fresh, organic, local, and ready-to-eat alternatives over traditional products that are mass-produced. *Food and Beverage Processing* will tie in strongly with distribution systems — particularly the growing delivery business.

A recent CBRE industrial real estate report suggested that an additional 75 million to 100 million square feet of industrial freezer/cooler space will be needed to meet the demand generated by online grocery sales in the next five years. Demand for cold storage — not necessarily freezer — has been increasing even before the pandemic.

Lockhart is well situated for *Food and Beverage Processing* with ample water, proximity to regional and national markets, and proximity to agricultural products. Caldwell County has a high LQ or concentration, for *Poultry & Egg Production* with an LQ of 43.7. *Animal Production* has an LQ of 8.3 for the County as well. LQ is an indicator for concentration of employment (usually) compared to total employment against the national ratio. In general, an LQ above 1.2 is a good sign.

The *Food & Beverage Processing* target is a natural fit for Lockhart and ties right into its renowned reputation for Texas barbeque.

² Source: Emsi national data, 2019

Target rationales include:

- Agricultural product in region (P)
- Availability of water/wastewater treatment capacity (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Within ½ hour of major university/college (P)(C)
- Competitive cost of labor (P)
- Availability of sites (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Low cost of living (P)(C)
- Historical national job growth of 14.2% for past decade (P)(C)
- National average wage \$51,619 (C)
- 14,000 degrees and certificates granted in majors related to target (P)

Legend: Items appealing to needs of prospects (P) or community (C).



There were just over 14,000 degrees or certificates granted in the 45-minute drive-time surrounding Lockhart related to *Food and Beverage Processing* as well as *Business Management*. Top awards are for *Business, Management, Marketing & Related* programs followed by *Engineering*. Additional areas of study in culinary programs and consumer sciences round out the talent pool graduating from area colleges and universities.

Table 7.5 Regional Degree Completions in Majors Related to Target, 2018

Area of Study	Certificates	Associate	Bachelor's	Master's +	Total
Business, Management, Marketing & Related	1,133	396	2,937	1,721	6,187
Engineering		66	1,430	629	2,125
Communication, Journalism & Related	5	42	1,842	134	2,023
Computer & Information Sciences & Support Services	268	209	780	231	1,488
Family & Consumer Sciences/Human Sciences	28	14	559	54	655
Mathematics & Statistics	20	27	358	49	454
Engineering Technologies & Related	126	90	137	53	406
Personal & Culinary Services	95	211	9		315
Precision Production	132	41			173
Mechanic & Repair Technologies/Technicians	48	40			88
Agriculture, Agriculture Operations & Related Sciences			86		86
Transportation & Materials Moving			3		3
Total	1,855	1,136	8,141	2,871	14,003

Graduates from colleges & universities in a 45-minute drive-time from Lockhart are included.

Source: National Center for Education Statistics, Garner Economics

Table 7.6 Target Employment, Change and Wages, United States, 2019

NAICS	Industry Description	2019 Jobs	10-Year Change	10-Year % Change	10-Year Forecast	10-Year % Forecast	Wages
3111	Animal Food Mfg.	64,514	12,209	23.3%	6,771	10.5%	\$62,403
3113	Confectionery Product Mfg.	77,696	8,908	13.0%	3,069	3.9%	\$52,381
3116	Animal Processing	529,464	32,737	6.6%	28,023	5.3%	\$42,598
3118	Bakeries & Tortilla Mfg.	333,438	43,820	15.1%	15,587	4.7%	\$39,446
31141	Frozen Food Mfg.	91,787	5,099	5.9%	-1,715	-1.9%	\$48,445
31142	Fruit & Vegetable Preservation	82,113	-6,703	-7.5%	-3,600	-4.4%	\$54,651
31191	Snack Food Mfg.	59,073	13,481	29.6%	2,519	4.3%	\$52,045
31193	Flavoring Syrup & Concentrate Mfg.	8,818	-799	-8.3%	-642	-7.3%	\$107,965
31194	Seasoning & Dressing Mfg.	43,548	11,221	34.7%	5,309	12.2%	\$65,062
31211	Soft Drink & Ice Mfg.	101,770	5,378	5.6%	-5,267	-5.2%	\$57,119
31212	Breweries	85,883	60,628	240.1%	27,139	31.6%	\$44,929
31213	Wineries	71,800	30,320	73.1%	8,884	12.4%	\$46,556
31214	Distilleries	17,655	10,404	143.5%	4,907	27.8%	\$63,658
4244	Grocery Wholesalers	810,656	74,005	10.0%	32,208	4.0%	\$60,516
4245	Farm Product Wholesalers	71,899	-5,340	-6.9%	-3,466	-4.8%	\$51,514
49312	Refrigerated Warehousing	65,754	17,160	35.3%	6,511	9.9%	\$51,854
49313	Farm Product Warehousing	11,311	2,494	28.3%	1,175	10.4%	\$48,285
	Total/Weighted Average	2,527,181	315,023	14.2%	127,412	5.0%	\$51,619

Certain subsectors included in target matrix (Figure 7.1) have different naming than NAICS code subsector and the business activity falls under NAICS listed above. Source: EMSI, Garner Economics

The key, high-demand occupations for businesses within this *Food and Beverage Processing* target group include production, engineering, food preparation, management, and professional positions. Twelve occupations are classified as having a Bright Outlook by O*Net, indicating rapid growth or numerous job openings — or both — on a national level. Listed in the table below are the typical on-the-job training and education needed for entry, and the median wage rate for the metro.

Table 7.7 Key High-Demand Occupations for Target, Austin Metro, 2019

Occupation	2018 Metro Employment	Typical On-the-Job Training	Typical Education Needed	Annual Median Wage
General and Operations Managers	21,520	None	Bachelor's	\$101,450
Cooks, Restaurant	13,350	Moderate-term	None	\$27,350
Bookkeeping, Accounting & Auditing Clerks	11,990	Moderate-term	Some college, no degree	\$42,280
Laborers, Freight, Stock & Material Movers, Hand	11,440	Short-term	None	\$26,910
Maintenance and Repair Workers, General	9,240	Moderate-term	High school	\$36,680
Heavy and Tractor-Trailer Truck Drivers	8,120	Short-term	Postsecondary Certificate	\$40,080
Food Preparation Workers	6,560	Short-term	None	\$27,640
Shipping, Receiving & Inventory Clerks	4,820	Short-term	High school	\$33,840
Light Truck Drivers	4,420	Short-term	High school	\$41,820
Inspectors, Testers, Sorters, Samplers & Weighers	4,050	Moderate-term	High school	\$39,480
Training and Development Specialists	2,970	None	Bachelor's	\$56,290
First-Line Supervisors of Production and Operating Workers	2,760	None	High school	\$61,940
Cooks, Institution & Cafeteria	2,620	Short-term	None	\$25,940
Cleaners of Vehicles & Equipment	2,550	Short-term	None	\$25,480
Heating, Air Conditioning & Refrigeration Mechanics and Installers	2,460	Long-term	Postsecondary Certificate	\$42,500
Production, Planning & Expediting Clerks	2,150	Moderate-term	High school	\$42,300
Industrial Engineers	1,780	None	Bachelor's	\$95,740
Machinists	1,740	Long-term	High school	\$47,690
Helpers—Production Workers	1,670	Short-term	High school	\$29,060
Packers & Packagers, Hand	1,410	Short-term	None	\$27,260
Bakers	1,350	Long-term	None	\$27,460
Packaging & Filling Machine Operators & Tenders	940	Moderate-term	High school	\$26,080
Food Batchmakers	880	Moderate-term	High school	\$26,510
Butchers & Meat Cutters	580	Long-term	None	\$34,460
Food Processing Workers, All Other	150	Moderate-term	None	\$27,660

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

— Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.

The table below shows similar occupations to this target's in-demand jobs as matched by the O*Net crosswalk database. Several positions are included in Table 7.7 with some transferability already. For instance, there are a large number of food preparation workers that are not in the manufacturing environment. Their skills are easily utilized in many food processing applications. The table below includes more related and transferable occupations.

Table 7.8 Skills Transferability Key Target Occupations, 2019

Occupation	Compatible Occupations
Bakers	Cooks, Restaurant, Institutional, Short Order; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Baristas; Food Batchmakers; Food Preparation Workers
Butchers & Meat Cutters	Cooks, Restaurant, Institutional, Short Order; Baristas; Bakers; Log Graders and Scalers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping
Cleaners of Vehicles & Equipment	Pressers, Textile, Garment, and Related Materials; Dishwashers; Shoe and Leather Workers and Repairers; Laundry and Dry-Cleaning Workers; Slaughterers and Meat Packers; Maids and Housekeeping Cleaners; Graders and Sorters, Agricultural Products
Cooks, Institution & Cafeteria	Bartenders; Counter and Rental Clerks; Veterinary Assistants and Laboratory Animal Caretakers; Home Health Aides; Combined Food Preparation and Serving Workers, Including Fast Food; Personal Care Aides; Cashiers
Cooks, Restaurant	Bakers; Bartenders; Baristas; Dietetic Technicians; Home Health Aides; Food Preparation Workers; Waiters and Waitresses
First-Line Supervisors of Production and Operating Workers	Supervisors of: Construction Trades and Extraction Workers; Animal Husbandry and Animal Care Workers; Landscaping, Lawn Service, and Groundskeeping Workers; Helpers, Laborers, and Material Movers; Housekeeping and Janitorial Workers; Transportation and Material-Moving Machine and Vehicle Operators
Food Batchmakers	Milling and Planing Machine Operators; Paper Goods Machine Operators; Textile Bleaching and Dyeing Machine Operators; Helpers—Production Workers; Team Assemblers; Laundry and Dry-Cleaning Workers; Textile Knitting and Weaving Machine Operators
Food Preparation Workers	Food Servers, Nonrestaurant; Maids and Housekeeping Cleaners; Dining Room and Cafeteria Attendants; Packers and Packagers, Hand; Cashiers; Waiters and Waitresses; Laundry and Dry-Cleaning Workers
Food Processing Workers, All Other	Food Batchmakers; Food and Tobacco Roasting, Baking, and Drying Machine Operators ;Helpers—Production Workers; Textile Knitting and Weaving Machine Operators; Team Assemblers; Sewing Machine Operators; Laundry and Dry-Cleaning Workers
Heating, Air Conditioning & Refrigeration Mechanics and Installers	Maintenance and Repair Workers, General; Control and Valve Installers and Repairers; Electronic Equipment Installers and Repairers, Motor Vehicles; Construction Carpenters; Commercial Divers; Geothermal Technicians; Weatherization Installers and Technicians
Industrial Engineers	Industrial Engineering Technologists; Commercial and Industrial Designers; Mechanical Drafters; Logistics Analysts; Civil Engineering Technicians; Production, Planning, and Expediting Clerks; Electrical Drafters
Inspectors, Testers, Sorters, Samplers & Weighers	Electrical and Electronic Equipment Assemblers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping; Team Assemblers; Log Graders and Scalers; Office Machine Operators; Mail Clerks and Mail Machine Operators; Milling and Planing Machine Operators; Etchers and Engravers
Packaging & Filling Machine Operators & Tenders	Pourers and Casters; Paper Goods Machine Operators; Textile Bleaching and Dyeing Machine Operators and Tenders; Milling and Planing Machine Operators; Textile Winding, Twisting, and Drawing Out Machine Operators; Coin, Vending, and Amusement Machine Servicers and Repairers ;Shoe Machine Operators and Tenders
Packers & Packagers, Hand	Dining Room and Cafeteria Attendants and Bartender Helpers; Order Fillers, Wholesale and Retail Sales; Maids and Housekeeping Cleaners; Food Servers, Nonrestaurant; Janitors and Cleaners; Graders and Sorters, Agricultural Products; Food Preparation Workers

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

— Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.



Whether companies master the “last-mile” distribution model or continue with a centralized, big-box template, demand certainly continues to rise for e-commerce. Colliers International expects supply chain resiliency efforts will lead to an **additional 750 million to a billion square feet** of industrial space in the United States alone. This move along with the ever-shortening delivery times is pushing the distribution sector to expand and innovate rapidly. Lockhart stands in an excellent position to capitalize on this target, with close proximities to I-10 (E/W) and I-35 (N/S).

The location on Highway 130 and proximity to Austin and San Antonio along with other major Texas metros make Lockhart a natural choice for a distribution center. The Austin-Bergstrom International Airport, just 25 minutes away, offers flexibility in shipment modes and speedy delivery.

Transportation & Warehousing employment was more than 600 strong in 2018 for Caldwell County, growing 11% over the past five years. This industry has a high LQ of 3.3, indicating that the sector is stronger compared to total employment against the national ratio. In general, an LQ above 1.2 is a good sign. Wholesale trade increased 9% for Caldwell County during the same period. The Austin Metro has more than 58,000 people employed in the *Transportation and Material Moving* occupational group.

The presence of large, flat industrial sites for building distribution centers is another positive asset for Lockhart. The more that can be done to ready these sites, the better the chances are to capture a distribution client in the time-sensitive e-commerce market. As always, *No product, No project™*.

Packaging & Labeling Services is included in this target to address those companies that support e-commerce in their ability to package, bundle, and manage labeling processes.

Target rationales include:

- Ideally located to serve major Texas metros (P)
- Centrally located for national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Within ½ hour of major university/college (P)(C)
- Competitive cost of labor (P)
- Availability of sites (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Low cost of living (P)(C)
- Historical national job growth of 16.9% for past decade (P)(C)
- Forecasted national job growth of 7.9% for next decade (P) (C)
- National average wage \$69,763 (C)
- 10,887 degrees and certificates granted in majors related to target (P)

Legend: Items appealing to needs of prospects (P) or community (C).



There were 102,887 degrees or certificates granted in the 45-minute drive-time surrounding Lockhart related to logistics and distribution. *Business, Management, Marketing & Related* programs have the most degrees and *Engineering and Engineering Technologies* collectively produced 2,500 awards in 2018. *Communications Technologies, Computer, and Information Sciences* programs were also added to this list to support the need for the highly technical nature of logistics today.

Table 7.9 Regional Degree Completions in Majors Related to Target, 2018

Area of Study	Certificates	Associate	Bachelor's	Master's +	Total
Business, Management, Marketing & Related	1,133	396	2,937	1,721	6,187
Engineering		66	1,430	629	2,125
Computer, Information Sciences & Support Services	268	209	780	231	1,488
Mathematics & Statistics	20	27	358	49	454
Engineering Technologies & Related	126	90	137	53	406
Communications Technologies/Technicians & Support Services	24	73	39		136
Mechanic & Repair Technologies/Technicians	48	40			88
Transportation & Materials Moving			3		3
Total	1,624	901	5,683	2,863	10,887

*Graduates from colleges & universities in a 45-minute drive-time from Lockhart are included.
Source: National Center for Education Statistics, Garner Economics*

Table 7.10 Target Employment, Change and Wages, United States, 2019

NAICS	Industry Description	2019 Jobs	10-Year Change	10-Year % Change	10-Year Forecast	10-Year % Forecast	Wages
423	Wholesalers, Durable Goods	2,896,219	361,529	12.5%	56,820	1.7%	\$79,855
424	Wholesalers, Nondurable Goods	2,040,504	175,346	8.6%	48,384	2.2%	\$72,463
42511	Business to Business Electronic Markets	45,507	-12,759	-28.0%	23,105	70.6%	\$91,952
42512	Wholesale Trade Agents/Brokers	768,015	-254,625	-33.2%	-23,955	-4.7%	\$99,943
4541	Electronic Shopping & Mail-Order Houses	278,640	208,183	74.7%	215,898	44.3%	\$73,576
48411	Freight Trucking, Local	280,880	55,307	19.7%	29,565	8.8%	\$52,905
48412	Freight Trucking, Long-Distance	805,265	113,045	14.0%	52,633	5.7%	\$55,783
48422	Specialized Freight Trucking, Local	202,387	40,416	20.0%	17,910	7.4%	\$55,290
48423	Specialized Freight Trucking, Long-Distance	112,050	30,987	27.7%	16,506	11.5%	\$61,383
48851	Freight Transportation Arrangement	190,386	74,721	39.2%	29,383	11.1%	\$63,011
48899	Other Support Activities for Transportation	27,221	9,800	36.0%	1,851	5.0%	\$48,917
49311	General Warehousing & Storage	537,035	548,382	102.1%	250,308	23.1%	\$42,350
49319	Other Warehousing & Storage	44,633	7,230	16.2%	5,231	10.1%	\$55,050
541614	Process, Physical Distribution & Logistics Consulting Services	103,970	45,852	44.1%	37,846	25.3%	\$75,769
561910	Packaging & Labeling Services	52,395	9,528	18.2%	7,848	12.7%	\$44,842
	Total/Weighted Average	8,385,107	1,412,943	16.9%	769,333	7.9%	\$69,763

Certain subsectors included in target matrix (Figure 7.1) have different naming than NAICS code subsector and the business activity falls under NAICS listed above. Source: EMSI, Garner Economics

High-demand occupations for the logistics and distribution target family focus on warehouse operations, computer technology, and order fulfillment-type work along with professional and managerial positions. Occupations classified as having a Bright Outlook by O*Net indicating rapid growth or numerous job openings — or both — on a national level are marked with a yellow sun graphic. Listed in the table below are the typical on-the-job training and education needed for entry, and the median wage rate for the metro.

Table 7.11 Key High-Demand Occupations for Target, Austin Metro, 2019

Occupation	2018 Employment	Typical On-the-Job Training	Typical Education Needed	Annual Median Wage
General and Operations Managers ☀	21,520	None	Bachelor's	\$101,450
Project Management Specialists & Business Operations Specialists	14,310	None	Bachelor's	\$75,330
Bookkeeping, Accounting & Auditing Clerks ☀	11,990	Moderate-term	Some college, no degree	\$42,280
Laborers, Freight, Stock & Material Movers, Hand ☀	11,440	Short-term	None	\$26,910
Stockers and Order Fillers	10,810	Short-term	High school	\$29,010
Maintenance and Repair Workers, General ☀	9,240	Moderate-term	High school	\$36,680
Heavy and Tractor-Trailer Truck Drivers ☀	8,120	Short-term	Postsecondary Certificate	\$40,080
Network and Computer Systems Administrators	5,580	None	Bachelor's	\$81,380
Shipping, Receiving & Inventory Clerks	4,820	Short-term	High school	\$33,840
Light Truck Drivers ☀	4,420	Short-term	High school	\$41,820
Industrial Truck & Tractor Operators	4,070	Short-term	None	\$31,750
Inspectors, Testers, Sorters, Samplers & Weighers	4,050	Moderate-term	High school	\$39,480
Computer Programmers	3,290	None	Bachelor's	\$87,990
Training and Development Specialists ☀	2,970	None	Bachelor's	\$56,290
Cleaners of Vehicles & Equipment	2,550	Short-term	None	\$25,480
Heating, Air Conditioning & Refrigeration Mechanics and Installers ☀	2,460	Long-term	Postsecondary Certificate	\$42,500
Production, Planning & Expediting Clerks	2,150	Moderate-term	High school	\$42,300
Industrial Engineers ☀	1,780	None	Bachelor's	\$95,740
Machinists	1,740	Long-term	High school	\$47,690
Helpers—Production Workers ☀	1,670	Short-term	High school	\$29,060
Packers & Packagers, Hand	1,410	Short-term	None	\$27,260
Logisticians	1,290	None	Bachelor's	\$68,730
Packaging & Filling Machine Operators & Tenders	9,40	Moderate-term	High school	\$26,080
Transportation, Storage, and Distribution Managers	740	None	High school	\$82,170
Cargo and Freight Agents ☀	520	Short-term	High school	\$44,200

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

☀ — Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.

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The need for talent at larger e-commerce and distribution centers has grown exponentially in recent years, especially during the COVID-19 pandemic where online ordering activity has surged. Focusing on transferable skills for in-demand occupations using O*Net’s transferability crosswalk provides a basis for expanding the recruitment net and being able to show available labor force.

Table 7.12 Skills Transferability Key Target Occupations, 2019

Occupation	Compatible Occupations
Cargo and Freight Agents	Order Clerks; Dispatchers, Except Police, Fire, and Ambulance; Hotel, Motel, and Resort Desk Clerks; Payroll and Timekeeping Clerks; Correspondence Clerks; Concierges; Title Examiners, Abstractors, and Searchers
General and Operations Managers	Postmasters; Logistics Managers; Transportation Managers; Purchasing Agents; Property, Real Estate and Community Association Managers; Supervisors of Office and Administrative Support Workers; IT Project Managers
Heavy and Tractor-Trailer Truck Drivers	Light Truck or Delivery Services Drivers; Septic Tank Servicers and Sewer Pipe Cleaners; Subway and Streetcar Operators; Helpers—Extraction Workers; Tank Car, Truck, and Ship Loaders; Taxi Drivers and Chauffeurs; Excavating and Loading Machine Operators
Industrial Truck & Tractor Operators	Laborers and Freight, Stock, and Material Movers, Hand; Helpers—Production Workers; Agricultural Equipment Operators; Pourers and Casters, Metal; Farmworkers and Laborers, Crop; Sawing Machine Operators; Machine Feeders and Offbearers
Inspectors, Testers, Sorters, Samplers & Weighers	Electrical and Electronic Equipment Assemblers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping; Team Assemblers; Log Graders and Scalers; Office Machine Operators; Mail Clerks and Mail Machine Operators; Milling and Planing Machine Operators; Etchers and Engravers
Laborers, Freight, Stock & Material Movers, Hand	Team Assemblers; Helpers—Production Workers; Sawing Machine Operators; Nursery Workers; Farmworkers and Laborers; Couriers and Messengers; Parking Lot Attendants; Grinding and Polishing Workers
Light Truck Drivers	Couriers and Messengers; Parking Lot Attendants; Taxi Drivers and Chauffeurs; Meter Readers, Utilities; Refuse and Recyclable Material Collectors; Laborers and Freight, Stock, and Material Movers, Hand; Bus Drivers, School or Special Client
Logisticians	Risk Management Specialists; Supervisors of Non-Retail Sales Workers; Purchasing Agents; Compensation, Benefits, and Job Analysis Specialists; Advertising and Promotions Managers; Auditors; Sales Agents for Securities and Commodities
Packaging & Filling Machine Operators & Tenders	Pourers and Casters; Paper Goods Machine Operators; Textile Bleaching and Dyeing Machine Operators and Tenders; Milling and Planing Machine Operators; Textile Winding, Twisting, and Drawing Out Machine Operators; Coin, Vending, and Amusement Machine Servicers and Repairers ;Shoe Machine Operators and Tenders
Packers & Packers, Hand	Dining Room and Cafeteria Attendants and Bartender Helpers; Order Fillers, Wholesale and Retail Sales; Maids and Housekeeping Cleaners; Food Servers, Nonrestaurant; Janitors and Cleaners; Graders and Sorters, Agricultural Products; Food Preparation Workers
Production, Planning & Expediting Clerks	Order Clerks; Procurement Clerks; Tellers; Hotel, Motel, and Resort Desk Clerks; Bill and Account Collectors; First-Line Supervisors of Personal Service Workers; Office Clerks, General
Project Management Specialists & Business Operations Specialists	Risk Management Specialists; Compliance Managers; Supervisors of Non-Retail Sales Workers; Purchasing Agents; Logistics Analysts; Supervisors of Office and Administrative Support Workers; Program Directors
Shipping, Receiving & Inventory Clerks	Mail Clerks; Nonfarm Animal Caretakers; Counter and Rental Clerks; Weighers, Measurers, Checkers, and Samplers, Recordkeeping; Cashiers; Baggage Porters and Bellhops; Security Guards
Stockers and Order Fillers	Helpers—Production Workers; Sawing Machine Operators; Nursery Workers; Farmworkers and Laborers; Couriers and Messengers; Parking Lot Attendants; Tire Repairers and Changers
Transportation, Storage, and Distribution Managers	Security Managers; Buyers and Purchasing Agents; Postmasters; Lodging Managers; Loss Prevention Managers; Supply Chain Managers; Meeting and Event Planners

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

— Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.



TARGET: Pharmaceutical,
Medical Supplies & Medical
Device Mfg.

Since beginning this project in early 2020, there have been major changes in the economy due to the COVID-2019 pandemic. During the writing of this report, there is some uncertainty about the total impact of the pandemic as a vaccine is still in development. What is known is that the supply chain will be significantly reshaped, especially in medical equipment and supplies, pharma, and consumer products. International demand will rise and accelerate the move to regionalize supply chains. Efforts are ongoing for supply chain security legislation.

The year 2020 will be noted for its “Great Pivot” when many manufacturers shifted from normal operations and products to make much needed personal protection equipment (PPE) for healthcare professionals and the general populace. The need for these products will continue and so will the manufacturing and distribution. This opens the door to medical equipment makers expanding and firms finding a new product line as a result of the pandemic.

The notion of a pharma usually conjures up images of research and development activity. For this target, it is recommended that the manufacturing operations be the aim and not R&D. *Pharmaceutical Manufacturing* is akin to the *Food Processing* industry in many ways, including the skill sets and talent needed. Contract manufacturers make, in-bulk, medicines for a variety of clients. It is also similar in that many operations are large water users that can benefit from Lockhart’s water service capacity.

Target rationales include:

- Availability of water/wastewater treatment capacity (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Within ½ hour of major university/college (P)(C)
- Competitive cost of labor (P)
- Availability of sites (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Low cost of living (P)(C)
- Historical national job growth of 11.7% for past decade (P)(C)
- Forecasted national job growth of 7.5% for next decade (P) (C)
- National average wage \$97,776 (C)
- 18,086 degrees and certificates granted in majors related to target (P)

Legend: Items appealing to needs of prospects (P) or community (C).



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There were slightly more than 18,000 degrees or certificates granted in the 45-minute drive-time surrounding Lockhart related to this target family. Because of the nature of *Pharmaceutical Manufacturing*, the focus is on production and not on research and development operations. *Health Professions and Related* are included due to the supportive function some medical educational tracks may offer this target; however it is realistic to assume that a good portion of these 3,000 graduates will be looking for traditional health professions.

Table 7.13 Regional Degree Completions in Majors Related to Target, 2018

Area of Study	Certificates	Associate	Bachelor's	Master's +	Total
Business, Management, Marketing & Related	1,133	396	2,937	1,721	6,187
Health Professions & Related	999	530	880	672	3,081
Engineering		66	1,430	629	2,125
Communication, Journalism & Related	5	42	1,842	134	2,023
Biological & Biomedical Sciences		43	1,425	108	1,576
Computer & Information Sciences & Support Services	268	209	780	231	1,488
Family & Consumer Sciences/Human Sciences	28	14	559	54	655
Mathematics & Statistics	20	27	358	49	454
Engineering Technologies & Related	126	90	137	53	406
Mechanic & Repair Technologies/Technicians	48	40			88
Transportation & Materials Moving			3		3
Total	2,627	1,457	10,351	3,651	18,086

*Graduates from colleges & universities in a 45-minute drive-time from Lockhart are included.
Source: National Center for Education Statistics, Garner Economics*

Table 7.14 Target Employment, Change and Wages, United States, 2019

NAICS	Industry Description	2019 Jobs	10-Year Change	10-Year % Change	10-Year Forecast	10-Year % Forecast	Wages
423450	Medical, Dental, Hospital Equipment & Supplies Wholesalers	254,929	65,330	34.5%	37,607	14.8%	\$110,543
3256	Soap, Cleaning Compound & Toilet Preparation Mfg.	113,465	9,825	9.5%	6,738	5.9%	\$74,985
3391	Medical Equipment & Supplies Mfg.	331,405	14,147	4.5%	17,217	5.2%	\$77,080
3254	Pharmaceutical & Medicine Mfg.	305,415	19,375	6.8%	14,688	4.8%	\$118,561
333314	Optical Instrument & Lens Mfg.	20,841	-1,476	-6.6%	433	2.1%	\$90,218
	Total/Weighted Average	1,026,054	107,201	11.7%	76,682	7.5%	\$97,776

Certain subsectors included in target matrix (Figure 7.1) have different naming than NAICS code subsector and the business activity falls under NAICS listed above. Source: EMSI, Garner Economics

High-demand occupations for this target family focus on the production of pharmaceutical, medical, health, and personal protective equipment. Some positions listed below are included due to the similar nature of skills and functions — such as the food batchmakers, which were included in the absence of an available mixing operator for the region. Occupations classified as having a Bright Outlook by O*Net indicating rapid growth or numerous job openings — or both — on a national level are marked with a yellow sun graphic. Listed in the table below are the typical on-the-job training and education needed for entry and the median wage rate for the metro.

Table 7.15 Key High-Demand Occupations for Target, Austin Metro, 2019

Occupation	2018 Employment	Typical On-the-Job Training	Typical Education Needed	Annual Median Wage
General and Operations Managers ☀	21,520	None	Bachelor's	\$101,450
Bookkeeping, Accounting & Auditing Clerks ☀	11,990	Moderate-term	Some college, no degree	\$42,280
Laborers, Freight, Stock & Material Movers, Hand ☀	11,440	Short-term	None	\$26,910
Maintenance and Repair Workers, General ☀	9,240	Moderate-term	High school	\$36,680
Heavy and Tractor-Trailer Truck Drivers ☀	8,120	Short-term	Postsecondary Certificate	\$40,080
Shipping, Receiving & Inventory Clerks	4,820	Short-term	High school	\$33,840
Light Truck Drivers ☀	4,420	Short-term	High school	\$41,820
Inspectors, Testers, Sorters, Samplers & Weighers	4,050	Moderate-term	High school	\$39,480
Training and Development Specialists ☀	2,970	None	Bachelor's	\$56,290
First-Line Supervisors of Production and Operating Workers	2,760	None	High school	\$61,940
Cleaners of Vehicles & Equipment	2,550	Short-term	None	\$25,480
Heating, Air Conditioning & Refrigeration Mechanics and Installers ☀	2,460	Long-term	Postsecondary Certificate	\$42,500
Production, Planning & Expediting Clerks	2,150	Moderate-term	High school	\$42,300
Compliance Officers	2,020	Moderate-term	Bachelor's	\$59,960
Industrial Engineers ☀	1,780	None	Bachelor's	\$95,740
Machinists	1,740	Long-term	High school	\$47,690
Helpers—Production Workers ☀	1,670	Short-term	High school	\$29,060
Food Batchmakers	880	Moderate-term	High school	\$26,510
Chemical Technicians	480	Moderate-term	Associate	\$47,000
Chemists	450	None	Bachelor's	\$60,320
Biological Technicians ☀	440	None	Bachelor's	\$40,420
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	400	Moderate-term	High school	\$55,070
Medical Equipment Repairers	350	Moderate-term	Associate	\$43,850
Chemical Equipment Operators and Tenders	220	Moderate-term	High school	\$40,610
Medical Appliance Technicians ☀	210	Moderate-term	High school	\$40,150
Packaging & Filling Machine Operators & Tenders	940	Moderate-term	High school	\$26,080

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

☀ — Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.

The table below includes occupations with similar skills to the in-demand occupations listing in Table 7.15 for this target family. Transferable occupations are matched based on skills in the O*Net crosswalk.

Table 7.16 Skills Transferability Key Target Occupations, 2019

Occupation	Compatible Occupations
Biological Technicians ●	Geological Sample Test Technicians; Food Science Technicians; Inspectors, Testers, Sorters, Samplers, and Weighers; Veterinary Technologists and Technicians; Ophthalmic Medical Technologists; Photographic Process Workers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping
Chemical Equipment Operators and Tenders	Forging Machine Operators; Plating and Coating Machine Operators; Stationary Engineers and Boiler Operators; Glass Blowers, Molders, Benders, and Finishers; Heat Treating Equipment Operators; Extruding and Forming Machine Operators; Patternmakers; Engine and Other Machine Assemblers
Chemical Technicians	Printing Press Operators; Photographic Process Workers and Processing Machine Operators; Geological Sample Test Technicians; Biological Technicians; Inspectors, Testers, Sorters, Samplers, and Weighers; Furniture Finishers
Chemists	Chemical Technicians; Quality Control Analysts; Medical and Clinical Laboratory Technologists; Environmental Engineering Technicians; Industrial Engineering Technicians; Microbiologists; Geological Sample Test Technicians
Cleaners of Vehicles & Equipment	Pressers, Textile, Garment, and Related Materials; Dishwashers; Shoe and Leather Workers and Repairers; Laundry and Dry-Cleaning Workers; Slaughterers and Meat Packers; Maids and Housekeeping Cleaners; Graders and Sorters, Agricultural Products
Compliance Officers	Compensation, Benefits, and Job Analysis Specialists; Claims Examiners, Property and Casualty Insurance; Loan Counselors; Private Detectives; Eligibility Interviewers; Credit Counselors; Human Resource Assistants
Food Batchmakers	Milling and Planing Machine Operators; Paper Goods Machine Operators; Textile Bleaching and Dyeing Machine Operators; Helpers--Production Workers; Team Assemblers; Laundry and Dry-Cleaning Workers; Textile Knitting and Weaving Machine Operators
Heating, Air Conditioning & Refrigeration Mechanics and Installers ●	Maintenance and Repair Workers, General; Control and Valve Installers and Repairers; Electronic Equipment Installers and Repairers, Motor Vehicles; Construction Carpenters; Commercial Divers; Geothermal Technicians; Weatherization Installers and Technicians
Inspectors, Testers, Sorters, Samplers & Weighers	Electrical and Electronic Equipment Assemblers; Weighers, Measurers, Checkers, and Samplers, Recordkeeping; Team Assemblers; Log Graders and Scalars; Office Machine Operators; Mail Clerks and Mail Machine Operators; Milling and Planing Machine Operators; Etchers and Engravers
Medical Appliance Technicians ●	Glass Blowers, Molders, Benders, and Finishers; Aircraft Structure, Surfaces, Rigging, and Systems Assemblers; Photographic Process Workers and Processing Machine Operators; Forging Machine Operators; Weatherization Installers and Technicians; Control and Valve Installers and Repairers; Home Appliance Repairers
Medical Equipment Repairers	Medical Appliance Technicians; Control and Valve Installers and Repairers; Electronic Equipment Installers and Repairers; Home Appliance Repairers; Motorcycle Mechanics; Small Engine Mechanics; Broadcast Technicians
Packaging & Filling Machine Operators & Tenders	Pourers and Casters; Paper Goods Machine Operators; Textile Bleaching and Dyeing Machine Operators and Tenders; Milling and Planing Machine Operators; Textile Winding, Twisting, and Drawing Out Machine Operators; Coin, Vending, and Amusement Machine Servicers and Repairers ;Shoe Machine Operators and Tenders
Production, Planning & Expediting Clerks	Order Clerks; Procurement Clerks; Tellers; Hotel, Motel, and Resort Desk Clerks; Bill and Account Collectors; First-Line Supervisors of Personal Service Workers; Office Clerks, General
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	Crushing, Grinding, and Polishing Machine Operators; Cooling and Freezing Equipment Operators; Biomass Plant Technicians; Adhesive Bonding Machine Operators and Tenders; Heat Treating Equipment Operators; Metal-Refining Furnace Operators; Extruding and Forming Machine Operators

Source: U.S. Bureau of Labor, O*Net OnLine, Garner Economics

● — Bright Outlook (O*Net) noting occupations with rapid growth or numerous job openings nationally.

Chapter 8: Recommendations to Achieve Success

To ensure that the City of Lockhart and its EDC can meet its full potential, leverage its assets, and strengthen its business climate to retain current companies and attract the recommended business targets, the City and its many partners must be proactive in driving Lockhart’s economic future and setting it apart from other peer jurisdictions.

The following observations, conclusions, and recommendations are based on data and feedback collected during Phase 1. They also build upon the assessments made to prioritize the business targets identified in Chapter 7. Finally, some of the recommendations validate and support the City’s goals in its most recent 2020/2021 Strategic Priorities document.

As noted in the introductory chapters, this assessment — and the observations herein — were developed from a site selector’s perspective. The recommendations are built with an eye toward those areas that will differentiate Lockhart. The goal of this TIS is to provide a framework for the community to consider its economic development service delivery and activities to support and augment Lockhart’s work to recruit companies and the work of other City, County, and regional entities engaged in economic development. The recommendations look at Lockhart as a whole but are limited to the successful execution of the targets, since this is not a comprehensive economic development strategic plan.

Recommendations for action are categorized under two areas of opportunity: Asset Development (Product Improvement) and Communicate the Brand (Marketing). In some instances, and where relevant and possible, a cost estimate to implement the noted recommendation has been offered. An estimated timeline for the optimal application of the recommendations is also included.

Figure 8.1: Recommendation Categories

Asset Development/Execute Effectively	Communicate the Brand
What Lockhart needs to do to have the assets and infrastructure in place that will allow the City to compete globally in the attraction and retention of business and implement effectively.	Marketing: Tell the Lockhart Story globally to attract both talent and investment.

Asset Development/Execute Effectively



1

Develop your sites and buildings inventory: “No product, No project”™ is the trademarked mantra of Garner Economics and our work as location advisors engaged to facilitate location decisions on behalf of corporate clients. Lockhart lacks shovel-ready sites, with few sites of 20 acres or more. A shovel-ready site is one defined as a site under control by a single entity, with all of the necessary infrastructure to the site (e.g., water, sewer, electric, gas, broadband). The EDC has identified sites in its inventory, such as those named Centerpoint and Silent Valley, but these sites are classified as raw land in the vernacular of location advisors. Industrial-sized infrastructure does not exist at these sites, yet. Lockhart Industrial Park I and II have limited-sized sites and these parks are mostly built out. This limited inventory of available sites and quality buildings suitable for the targeted industries will cause Lockhart to be passed over on projects that need options on available, quality sites with the necessary infrastructure in place and under control (for sale or under option).

The EDC should consider acquiring a site of 100 acres or more to develop its next publicly held industrial park. The EDC should also consider developing a 50,000 sq. ft. industrial shell/spec building, expandable to 100,000 sq. ft. to accommodate the typical space demands of the targeted business sectors. Initially and until Lockhart has the space to accommodate this size building, the spec building should be developed as a “virtual” spec building, with all of the drawings and rough design to accommodate speed to market as demand determines. We recommend that the EDC engage a real estate market analysis firm to identify the best location for Lockhart’s next industrial park, based on geographic and infrastructure costs considerations. Additionally, since Lockhart is designated as a Type B community by the Texas comptroller, the City should designate funds as part of its bonded indebtedness to acquire and develop a site for a future industrial park based on the market analysis. This recommendation incorporates a City 2020/2021 Strategic Priorities.

Cost: For advisory firm \$15K+/- . Cost to develop a virtual spec building, \$10–15K+/-.

Next steps: Engage a real estate market analysis firm or engineering firm to analyze the viability of sites and the costs associated with acquisition and development. Create a debt service plan based on the site pro forma.

Timeline: 2021



2

Create a culture of “yes” within the City’s permitting and regulatory process: Lockhart business survey respondents were asked to list up to three obstacles or challenges they see in the City’s ability to attract, expand, or retain business and investments. The most-noted sentiments included frustration with regulations, processes, and costs of doing business in the City; the lack of housing options; and the lack of a plan to accommodate or enhance growth. The lack of available space or sites, the lack of an educated or motivated workforce, and a perception of an anti-growth sentiment within the community were also noted.

A municipality’s business climate is considered one of the most important considerations a potential business will evaluate when considering an investment. Business climate is defined as “those policies and laws enacted by the local governments, that impact businesses in Lockhart (either positively or negatively).” Survey respondents provided a score for Lockhart of 3.26 on a 5.0 scale, and average is considered 3.0. The City’s permitting process received the vast majority of negative comments (page 6). Participants stated the process is difficult, the rules are unclear, and the interpretations are unpredictable. Whether this is real or perceived, it is in the City’s best address to address this. If it is perceived, then the City needs to do a better job of communicating the process and the realities of Lockhart’s regulatory system. If it is real, then the City needs to do a deep dive into the process by an outside planning firm and focus on recommendations for continuous process improvement (CPI).

The permitting process can be an intimidating task for any business applicant. Many times, municipal planners and inspections personnel are construed as regulators with a culture of “no.” Not to lessen the role that government needs to play to protect the character of a municipality, it also needs to instill in its employees a culture of “yes” to spur private investment and to enhance the economic vitality of Lockhart. This regulatory introspection is needed to determine what is real and what is perceived. Providing quality customer service is a goal of the City’s 2020/2021 Strategic Priorities.

Timeline: 2022

Process: Regulatory introspection of the City’s planning, zoning and inspection process.



3

Develop and sustain a coordinated effort for workforce training: Lockhart’s business climate survey respondents were consistent in their concerns about the local workforce. They offered a small local labor pool and a lack of available skilled labor as the two most frequent responses related to the area’s workforce. In addition to the options provided, respondents noted that there is a lack of “good” jobs currently available, and the area lacks workforce training

coordination.

Austin Community College (ACC) has a training program at the Lockhart Correctional Facility. However, there is no vocational or community college delivery in Lockhart for the general population. *Talent is the new currency™*, and having a workforce that meets the needs and demands of your local employers allows for business retention, expansion, and new investment. With the City’s population of nearly 14,000 people and the County’s population of over 43,000, the City and County may be too small for a stand-alone, designated training center, offered by ACC or by Texas State Community College (TSTC). We recommend that the City and the Lockhart ISD explore a joint venture to offer postsecondary vocational training in skills that have the most demand, at an ISD facility, either in partnership with ACC or TSTC.

Timeline: 2021

Communicate the Brand



1

Conduct an external outreach to companies and consultants: It's expensive to market a community domestically or globally. As such, we use the saying, *Market regionally, Sell locally*. The EDC should call on location advisors and companies where there are the highest concentration of advisors and companies, as identified in the TIS. The cluster of location advisors includes Atlanta, Chicago, Dallas/Fort Worth, and the New York/New Jersey metro. This should be done in partnership with the City's relationship with the San Marcos Partnership, Opportunity Austin (which is the Austin Chamber of Commerce) and Caldwell County.

Cost: \$15K annually.

Timeline: 2021–2025

2

Create a lead-generation program: To jump-start the EDC's ability to fully utilize the business sector targets and subsector targets identified in Chapter 3, the EDC should engage a marketing firm, separate from the work of the City and the EDC, to provide lead-generation services that identify qualified investment opportunities. This should be done separately from the EDC's participation with the San Marcos Partnership or Opportunity Austin. Lockhart will need to be as proactive as possible in controlling its own destiny. This service should yield a list of companies (including the company's current location, contact information for the C-level executive responsible for choosing future operation sites, business description [NAICS code, etc.], and magnitude of recent growth) that would be hot prospects for the EDC's recruitment efforts. If done correctly, the lead-generation identification process is methodical and evaluates key company performance metrics including sales, employment, growth, number of locations, and other relevant factors. The process tracks and evaluates "events" undertaken by companies in the identified target business sectors that indicate expansion or consolidation. This type of lead generation marketing is in conjunction with the work of the EDC. The specialty of lead generation efforts is typically one that should not be done by an EDC independently or in house. The work is scientific, tedious and laborious. Thus, both large and small EDC's engage these types of firms for specific lead generations services. This work should not be completed until after the City's site and building product is better defined and developed as noted in recommendation one above.

Cost: \$25–40K.

Timeline: Once the appropriate product is fully developed.

Chapter 9: Call to Action

To be successful in executing the TIS, Lockhart will need to leverage its unique mix of assets to strengthen the area's product and market its value proposition to the targets. While Lockhart has a strong base to build from, the area must be more proactive in building the assets and infrastructure needed to attract higher-quality targets and companies. As noted in the A&C, there are several areas where improvement would better set Lockhart apart from peer communities. To be successful, the City and EDC need to focus its targeted industry efforts and find more resources to devote to building economic development product (sites and buildings).

Through this TIS, the City and the community's leaders can make long-term investments to ensure that Lockhart can attract the types of activity it wants. By taking a proactive leadership position, the City can work to help transform Lockhart into a place that attracts quality talent and companies while maintaining its character. To create such change, the EDC and the entire community will need to be more proactive and champion for long-term investments that will serve both existing and new companies.

Acknowledgments

Garner Economics would like to thank the City of Lockhart and its economic development director, Mike Kamerlander, and the City's city manager, Steve Lewis, along with City leadership for their help and assistance during this process. Their compilation of data and information, as well as their openness and willingness to explore various opportunities to strengthen operations, have contributed to the richness and rigor of this report.

Garner Economics

We are data-driven strategists helping companies, communities, and organizations — large and small, urban and rural — achieve success.

We offer site-location advisory services, analytical research, industry targeting, strategic action planning, and workforce solutions with a wealth of expertise to companies, communities, and organizations globally. We are based in Atlanta, Georgia, with offices also in North Carolina.

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Appendix A

Detailed Survey Response Summary

Garner Economics conducted an electronic survey of local stakeholders. The survey was in the field April 13–30, 2020, and was completed by 31 respondents.

Of the 31 respondents, 18 live in Lockhart, 24 work in Lockhart, and 15 both live and work in Lockhart.

1. What are several words or phrases that describe Lockhart? (Select up to three responses.)

Response Option	# Rec'd
Growing	28
Unique	8
Historical	23
Collaborative/Community Spirit	11
Commuter Community	9
Other	4

“Other” responses included:

- Stuck
- Identity crisis
- Friendly
- Negative

2. What are some of the biggest obstacles that inhibit Lockhart in its ability to attract, expand, or retain businesses and investment? (Provide up to three responses.)

The responses for this question were open-ended. The table below reflects sentiments that were shared by more than one respondent.

Responses from more than one respondent	# Rec'd
Lack of housing inventory	9
Regulations and higher tax rates	9
No plan/lack of support for economic development	8
Lack of available space or shovel-ready sites	6
Lack of an educated and motivated workforce	6
Anti-growth sentiments	6
Weak or lacking infrastructure	5
Challenges to the Downtown Square	5
Lack of family-friendly amenities	4
High rents/price of real estate	4
Lack of retail and low support for local	3

Unique responses (i.e., sentiments shared by one respondent and not shared by other respondents) are reproduced below.

- Drugs
- Funding is the biggest issue
- Local commercial/industrial support
- Regional economy
- A great many of the newer residents live in apartments and commute to Austin and San Marcos for employment
- Lack of welcome

Obstacles, continued

- Not on route to major cities (i.e., Hwy 71 on way to Houston)
- Older Lockhart leadership working well with new businesses
- Primarily (and rightfully so) known for its BBQ
- No hotel rooms
- Lack of hospitals
- Lack of higher education
- Lack of funding and support for K–12 educational quality and capacity
- Consistency
- Lack of awareness for prospective entrepreneurs moving/establishing companies in the region
- Transportation facilities
- Noisy traffic
- Reaching the masses!
- Lower income families

3. We define business climate as those policies and laws enacted by the local governments, that impact businesses in Lockhart (either positively or negatively). On a scale of 1 to 5, with 5 being best, how would you rate the business climate of the City? Caldwell County?

Response Option	# Rec'd
City of Lockhart	
1 - Worst	1
2 - Poor	6
3 - Average	9
4 - Good	14
5 - Best	1
Caldwell County	
1 - Worst	0
2 - Poor	4
3 - Average	14
4 - Good	11
5 - Best	1

After ranking the two, some respondents provided additional comments:

- To be the best, we need to explore all methods of attracting and incentivizing business to locate in Caldwell County and Lockhart.
- The business climate is good, but too many people are chasing after the same dollars, and a few businesses are doing well while others are foundering to pay overhead.
- This is actually hard and probably unfair because much of what I see is less governance, though it plays a part, as much as the social welcoming, the business energy, the vitality.

4. What do you see as the City's strengths? (Select up to three responses.)

Response Option	# Rec'd
Location/proximity to other Texas cities	28
Proximity to the Austin Airport	19
Growth and capacity for continued growth	15
Lower cost of doing business	14
Collaborative/community spirit	11

A few respondents also left further comments on Lockhart's strengths:

- I also think we have capacity for continued growth and a collaborative community spirit.
- We have utility infrastructure and space to grow, but don't have adequate facilities for educational and industrial growth.
- The location of Lockhart is IDEAL, provided there is distribution of products produced here being sent out.

Strengths, continued

- What Lockhart sees of itself (unique, not Austin, community-driven) is very different than the lay of the land. Lockhart must reconcile this identity crisis with facts. The biggest benefits to Lockhart from a business sense have so much to do with the proximity to other metros: cost, opportunity, infrastructure. By denying that we are missing the mark on what we are.
- I would add emerging arts culture and overall quality of life.

5. How would you describe the current labor situation in the area in terms of BOTH quality AND availability? (Select up to three responses.)

Response Option	# Rec'd
Small local labor pool	19
Lack of available skilled labor	18
Lack of workforce training options	11
No or limited difficulty in finding talent	10
Good or excellent local workforce	4
Other	4

“Other” responses included:

- Not many GOOD jobs available here presently
- Potential in untapped skills in local labor force
- No coordination

Further comments related to labor in Lockhart include:

- We have, within 30 miles of Lockhart, a talent pool of several million people who can all support business in Lockhart.
- I've heard from businesses over and over that it is difficult to hire and retain local workers. But that might be partly because of the tight labor market before the latest crisis. I believe we lack the data to assess the skills of the pool of available local labor (majority of whom may be commuters).
- Many skilled workers travel to Austin.
- A large labor pool, but it lacks the discipline for consistent employment.
- In my business I have to recruit from out of town. To do so, I've got to pay higher wages!
- Due to the nature of my business, I hire people that are licensed in my industry. I find it hard to find local labor to fit the job description. People that live in Austin that are licensed are not willing to travel to Lockhart as there are plenty of jobs available that are more local for them.
- Lockhart is a GREAT place to live, but there is a SEVERE lack of professional jobs. Lockhart desperately needs a medical facility similar to Seton in Luling. Lockhart desperately needs a modern community center that could host very large crowds when necessary so that the local groups can bring in events with medium to large crowds. Lockhart needs to be able to attract jobs with higher-paying salaries.
- The work ethic in the community is questionable. My best example: contract workers of all trades. They steal. They do not show up. They do so without contracts and pretend this is a “handshake” deal type of old Christian town: the reality versus the narrative are very different. It is very competitive and underhanded here, at many levels. And people often do not follow through.
- I feel there is a lot of local talent that currently have jobs in Austin or surrounding areas, some of whom are recent transplants, but they are making Austin wages, so a local business has to be prepared to compete with that.
- Our company has been able to recruit top talent nationally due to (i) the community itself and (ii) Lockhart's proximity to larger nearby cities. Some staff live locally, and I believe many more may choose to do so in the future as the City grows and has more draws to prospective inhabitants such as restaurants, family activities, and strong school system.
- No day labor availability.

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6. For the purposes of this question, hard infrastructure is defined as the physical networks such as roadways, sewer, broadband internet, airports, etc.; soft infrastructure refers to institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the healthcare system, system of government, and/or parks. What hard or soft infrastructure is missing or unsatisfactory in the City? (Select up to three responses.)

Response Option	# Rec'd
Roads and public transportation	20
Water & Sewer capacity and lines	3
Internet/Broadband	12
Other	13

“Other” responses included:

- Healthcare: Emergency clinics, hospital (7)
- Parks, sports fields, amenities (2)
- Educational Facilities (2)
- Retail space
- The City needs a lot of revitalizing in all aspects
- Public transport to Austin and San Marcos

Further comments on the City’s infrastructure include:

- The water quality is bad. We have to have a RO system just to use it in our business.
- The quality of electricity is also poor. We experience spikes and outages.
- Several of the City streets are substandard. We need more walkability — sidewalks and walking trails. We have no public transport other than CARTS.
- The cost of developing any area is daunting. Having to pay all the impact fees, put in streets per City guidelines, etc. stops some development.
- The internet services in Lockhart are awful! AT&T especially. There have been days/weeks every month I’m without service.
- I believe street conditions say a lot about the City — several of our main streets are in poor condition or have patch jobs. Streets such as Market Street and Prairie Lea are examples. If one were to come and visit our town, I feel this gives the perception that we do not upkeep our streets. I do know that budget has a lot to do with this though.
- Lockhart needs a clinic/hospital in the near future. The roads are mostly adequate now, but some need attention especially in the future.
- Internet is high speed if you have cable internet. Eventually, it will be coming, but at the present time, is wholly inadequate.
- I think we are OK here. Things will improve pretty naturally.
- This town is very bikeable. Bike lanes and a trail to the state park would be good. We have many bicyclists visit our town daily.

7. What would you work to change about the community, not worried about money or politics?

The specific responses given to this question are below. The summary provided attempted to identify the key common themes.

- The availability of educational opportunities post-high school graduation.
- Be more user friendly for developers and builders. Don't give carte blanche to them, but be more flexible.
- I would like to consider all the economic development incentive tools in the toolbox rather than just 380 and 381 agreements.
- Community center.
- Lockhart has been slow to embrace change. It has not wanted to change from status quo as a rural agricultural community. Improve the school system and you will attract more professionals looking for a place to live and commute to Austin. That will provide the money to improve all other areas of Lockhart.
- Welcoming change and growth, attract residents with higher education skill sets.
- Bring in a community college and/or trade school. Build a community center for the teenagers.
- More attention to maintaining adequate capacity in K–12 educational facilities. More sidewalks and walking trails.
- Make it more inclusive of all citizens.
- Make it good for all.
- Many locals are against change.
- A lot of areas need a good urban renewal program.
- I like it as is.
- More businesses for job opportunities.
- Substandard development in the County.
- The mindset! That we have some really great businesses here ... and they need to try them and support them. Honestly, it's the SAME group of people frequenting all the downtown places.
- I absolutely love our community first off — But I would like to see more support of our public education system. I would also like more people to be educated about how a city functions. Too many people want too much, but are not willing to pay for it.
- The community itself is one of the biggest draws! The safety and security are very important as the growth continues and must not be shortchanged.
- Appeal to more families and less young hipster types from Austin.
- Now sure about the question.
- They need to embrace businesses, welcome them.
- Stop the negativity on social media on local pages.
- I believe that we must change the mindset of many city employees and raise the level of expectations. Everything from customer service to hiring qualified professionals needs to be evaluated. These employees can give either a positive or negative image of the town. Investments need to be made to attract young families such as parks, sports fields, and quality library services.
- Improve education system to attract families relocating to the area as full-time inhabitants. Increase ease of access to San Antonio/New B areas.
- More awareness about the square. An information center. A billboard program on the major highways. Advertisements at the airports. A Lockhart street team that sets up a kiosk at events in other places.
- Increased housing, redevelopment incentives for the square and along 183, increased job skill training.

8. Give some examples of local unique and innovative programs or initiatives that you believe are having a positive impact on increasing the competitiveness of Lockhart.

Below is a list of the responses. The number in parentheses notes the number of respondents who mentioned the example.

- Festivals and events (e.g., Chisholm Trail Round Up festival) (6)
- Craft and technical training program at high school/educational initiatives (5)
- None (4)
- Downtown beautification/urban renewal (3)
- Downtown Business Association (2)
- Community organizations (2)
- Planned new hospital
- Infrastructure improvement projects
- Loosening of the controls over development
- Small town atmosphere with access to large metropolitan areas
- Toll road for easy commute
- Reasonable cost of living

9. Are there programs in peer/competitor regions that Lockhart should consider to make this city more competitive? If so, give examples.

Below is a list of the responses. The number in parentheses notes the number of respondents who mentioned the example.

- Do not know/none (3)
- Main Street programs (3)
- Bastrop County BEST group ideas
- Pflugerville marketing programs
- Luling Watermelon Thump, San Marcos
- Austin (e.g., music and art)
- Allowing guest houses on land currently occupied by owners and their residences would provide more living opportunities and also more income opportunities
- Upgrade of parks, build community center, lessen impact fees for new businesses
- More recreation/leisure activities
- All City workflow and billing systems should be electronic
- San Marcos Activity Center and library system

10. What types of companies do you think would be a good fit for the area? (Select all that apply.)

Response Option	# Rec'd
Manufacturing	29
Hospitality Industry/Tourist Attractions/Museum/Entertainment	19
Tech/Cybersecurity/Robotics	18
Film studios	15
Life Sciences	12
Data Centers	11
Call Centers	7

When asked to provide examples of other companies, respondents offered:

- Environmental sciences, agribusinesses
- Country club
- Affordable restaurants
- Establish Lockhart as a tech corridor, especially given nearby universities, airports, the existing infrastructure, and supportive business climate. If access to San Antonio was improved, it would only broaden the range of target companies

11. The COVID-19 Pandemic wreaked havoc on the U.S. economy. As it relates to your business (if you are a business owner) do you see your business able to operate again profitability at some point this year?

Response Option	# Rec'd
Yes	25
No	3

Respondents were given the opportunity to expand upon how their business is being affected. Below are the responses.

- I am an owner of a small construction business, and we will continue to operate during the crisis and beyond.
- Real estate is considered an essential business, so we are open. We do lack customers because folks need a provable income to purchase, and owners need qualified folks to sell to.
- Only if economy tunes up.
- It will be a struggle along with oil price decline.
- My business, being in insurance, will see the downfall effects a few months down the road. While I will see a decrease in revenue, I will still be able to operate and not lay off employees.
- This has caused a near death blow to many businesses, and I am especially concerned that those businesses where a family has their life savings in might fail. There should be efforts to help them to apply and receive federal help being offered to keep them afloat.
- We are an essential business, so we are very lucky. Our business has not suffered.

For respondents who answered yes to question 11, the survey further asked, "What can the City do to help your business return to profitable operations?" Responses include:

- This is a difficult question to answer. I believe the answer is yet, but until there is a vaccine, I don't think anyone can be certain.
- We're going to have to shift gears a bit to focus on selling to the local community rather than the tourists.
- Open restaurants.
- Balance the housing inventory in the City so people could live there and make it easier to attract industry.

12. Are there any other issues that should be examined when developing an economic development strategy for Lockhart?

The comments below were provided:

- I don't think any community should be content with their strategy. We should always be seeking ways to improve our position regarding economic development.
- Freeze Tax.
- Tax incentives for manufacturing.
- The median household income is low due to low wage jobs available. If we bring in a higher education facility, that could change.
- A balance among economic growth and continued quality of life.
- Could we do something to take advantage of the rail transportation facilities in and around Lockhart? Perhaps a multimodal transport terminal. I've heard that businesses want trucking services in Lockhart. That could be initiated in conjunction with a multimodal terminal. And also could include warehousing.
- Education, healthcare, transportation, parks and recreation.
- All the possible grant programs, as well as other programs that help the average folks do well, should be noted and be made available to all.
- Lockhart needs to decide if they are going to be a bedroom community or a business center.
- Really just get out of the way. There have been several businesses that have wanted to open in Lockhart over the past years and the City fathers have driven them away by being too close-minded and not being flexible. There definitely needs to be a house cleaning with a lot of the outdated decision-makers and rigid rules. Lockhart is not Austin.
- Stay friendly and willing to work with different industries/people.
- Talking to or including ALL businesses.
- The City should keep in mind that while bringing in new people and businesses to Lockhart, keeping things maintained for the current citizens should not be neglected.
- The planning department needs to work with the business community instead of working against it and being the "my way or the highway" department.
- Public relations and coordination.
- Ensure the strategies (near/mid/long-term) are well understood by community members and conveyed to external groups through as many mediums as possible.
- We already have many tourists coming here for BBQ. We need to focus on keeping them here for a longer time. We also should try to attract more.

Appendix B: Industry Details

The industry listing below marks major categories in blue and in bold text. Specialized industries have location quotients greater than 1.20 and are shaded.

Industry Title	2018 Annual Average Employment	2018 Annual Average Wage	Location Quotient Employment
NAICS 11 Agriculture, forestry, fishing and hunting	172	\$36,866	2.2
NAICS 111 Crop production	21	\$35,507	0.6
NAICS 112 Animal production and aquaculture	136	\$37,577	8.3
NAICS 115 Agriculture and forestry support activities	15	\$32,193	0.6
NAICS 21 Mining, quarrying, and oil and gas extraction	229	\$51,240	5.5
NAICS 211 Oil and gas extraction	56	\$53,029	6.4
NAICS 213 Support activities for mining	173	\$50,660	8.2
NAICS 22 Utilities—Local Government	38	\$58,611	2.5
NAICS 22 Utilities—Private	33	\$50,422	1.0
NAICS 23 Construction	613	\$53,303	1.4
NAICS 236 Construction of buildings	112	\$57,463	1.1
NAICS 237 Heavy and civil engineering construction	118	\$51,197	1.9
NAICS 238 Specialty trade contractors	384	\$52,736	1.4
NAICS 31-33 Manufacturing	668	\$38,548	0.9
NAICS 311 Food manufacturing	97	\$39,727	1.0
NAICS 315 Apparel manufacturing	19	\$43,069	2.7
NAICS 332 Fabricated metal product manufacturing	72	\$48,038	0.8
NAICS 42 Wholesale trade	183	\$46,501	0.5
NAICS 423 Merchant wholesalers, durable goods	55	\$62,641	0.3
NAICS 424 Merchant wholesalers, nondurable goods	52	\$58,159	0.4
NAICS 425 Electronic markets and agents and brokers	76	\$26,812	2.3
NAICS 44-45 Retail trade	1,356	\$29,155	1.4
NAICS 441 Motor vehicle and parts dealers	140	\$43,224	1.1
NAICS 442 Furniture and home furnishings stores	15	\$41,473	0.5
NAICS 444 Building material and garden supply stores	214	\$24,096	2.6
NAICS 445 Food and beverage stores	234	\$28,664	1.2
NAICS 446 Health and personal care stores	84	\$27,661	1.3
NAICS 447 Gasoline stations	341	\$28,906	5.9
NAICS 448 Clothing and clothing accessories stores	70	\$13,295	0.8
NAICS 453 Miscellaneous store retailers	37	\$34,231	0.7
NAICS 454 Nonstore retailers	10	\$36,856	0.3
NAICS 48-49 Transportation and warehousing—Federal Government	55	\$52,765	1.4
NAICS 491 Postal service	55	\$52,765	1.5
NAICS 48-49 Transportation and warehousing—Private	611	\$76,747	1.9
NAICS 484 Truck transportation	23	\$48,658	0.3
NAICS 486 Pipeline transportation	106	\$69,604	34.5
NAICS 488 Support activities for transportation	73	\$46,012	1.7
NAICS 51 Information	29	\$22,059	0.2
NAICS 52 Finance and insurance	218	\$52,244	0.6
NAICS 522 Credit intermediation and related activities	164	\$53,135	1.0
NAICS 524 Insurance carriers and related activities	43	\$42,532	0.3
NAICS 53 Real estate and rental and leasing	56	\$23,582	0.4
NAICS 531 Real estate	43	\$21,526	0.4

Industry Title	2018 Annual Average Employment	2018 Annual Average Wage	Location Quotient Employment
NAICS 56 Administrative and waste services-Local Government	10	\$31,482	2.2
NAICS 56 Administrative and waste services-Private	300	\$31,549	0.5
NAICS 561 Administrative and support services	273	\$28,675	0.5
NAICS 562 Waste management and remediation services	27	\$60,245	1.0
NAICS 61 Educational services	63	\$38,812	0.4
NAICS 611 Educational services	63	\$38,812	0.4
NAICS 62 Health care and social assistance	1,418	\$36,783	1.2
NAICS 621 Ambulatory health care services	223	\$48,228	0.5
NAICS 623 Nursing and residential care facilities	652	\$30,072	3.2
NAICS 71 Arts, entertainment, and recreation	87	\$65,913	0.6
NAICS 713 Amusements, gambling, and recreation	77	\$71,758	0.7
NAICS 72 Accommodation and food services	914	\$17,757	1.1
NAICS 721 Accommodation	52	\$15,058	0.4
NAICS 722 Food services and drinking places	862	\$17,920	1.2
NAICS 81 Other services	183	\$33,725	0.7
NAICS 811 Repair and maintenance	119	\$40,196	1.5
NAICS 812 Personal and laundry services	30	\$19,809	0.3
NAICS 813 Membership associations and organizations	26	\$21,499	0.3
NAICS 814 Private households	9	\$28,807	0.5
NAICS 92 Federal Government	7	\$45,440	0.1
NAICS 924 Administration of environmental programs	7	\$45,440	1.2
NAICS 92 Local Government	451	\$41,913	1.8
NAICS 921 Executive, legislative and general government	280	\$41,022	1.7
NAICS 922 Justice, public order, and safety activities	145	\$42,611	2.5
NAICS 926 Administration of economic programs	7	\$40,180	1.6
NAICS 92 State Government	60	\$46,355	0.5
10 Total, all industries	9,054	\$39,602	1.0

Source: Bureau of Labor Statistics, QCEW, Garner Economics

Management of Companies & Enterprises and Professional, Scientific & Technical Services sectors do not have sufficient information available for analysis. 2019 data is unavailable due to disclosure.

Appendix C: Occupational Details

Caldwell County Occupational Groups

Occupational data are available for Caldwell County at the high-level, or 2-digit SOC code. Specialized industries have location quotients greater than 1.20 and are shaded.

SOC Code	Occupational Group	Employment 2019	LQ	Annual Average Wages 2018
11-0000	Management	1,124	1.7	\$98,600
13-0000	Business & Financial Operations	285	0.5	\$65,000
15-0000	Computer & Mathematical	99	0.3	\$73,700
17-0000	Architecture & Engineering	85	0.5	\$89,700
19-0000	Life, Physical & Social Science	43	0.5	\$58,200
21-0000	Community & Social Service	199	1.1	\$41,500
23-0000	Legal	56	0.6	\$84,300
25-0000	Education, Training & Library	741	1.2	\$44,000
27-0000	Arts, Design, Entertainment, Sports & Media	116	0.6	\$47,800
29-0000	Healthcare Practitioners & Technical	577	0.9	\$61,900
31-0000	Healthcare Support	294	1.0	\$27,500
33-0000	Protective Service	292	1.3	\$48,000
35-0000	Food Preparation & Serving Related	1,034	1.1	\$22,900
37-0000	Building & Grounds Cleaning & Maintenance	394	1.1	\$24,300
39-0000	Personal Care & Service	497	1.1	\$21,400
41-0000	Sales & Related	1,121	1.1	\$30,400
43-0000	Office & Administrative Support	1,198	0.8	\$34,700
45-0000	Farming, Fishing & Forestry	114	1.7	\$34,000
47-0000	Construction & Extraction	853	1.7	\$38,300
49-0000	Installation, Maintenance & Repair	454	1.1	\$43,700
51-0000	Production	602	0.9	\$32,700
53-0000	Transportation & Material Moving	657	0.9	\$38,400
0	Total — All Occupations	10,836		\$40,200

Source: Jobs EQ, Workforce Solutions Rural Capital Area, Garner Economics

Austin Metro Occupational Groups

Occupational data are available for the Austin Metro with detailed SOC code data. Specialized industries have location quotients greater than 1.20 and are shaded.

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Management Occupations	11-0000	66,750	\$123,150	1.1
Chief Executives	11-1011	720	\$216,630	0.5
General and Operations Managers	11-1021	21,520	\$124,860	1.2
Legislators	11-1031	120	\$0	0.3
Advertising and Promotions Managers	11-2011	280	\$119,000	1.5
Public Relations and Fundraising Managers	11-2030	870	\$125,990	1.5
Administrative Services and Facilities Managers	11-3010	4,020	\$106,660	1.8
Financial Managers	11-3031	4,330	\$143,110	0.9
Industrial Production Managers	11-3051	770	\$122,000	0.6
Purchasing Managers	11-3061	550	\$130,240	1.1
Transportation, Storage, and Distribution Managers	11-3071	740	\$94,350	0.8
Compensation and Benefits Managers	11-3111	120	\$110,720	1.0
Human Resources Managers	11-3121	1,210	\$124,160	1.1
Training and Development Managers	11-3131	210	\$128,420	0.8
Construction Managers	11-9021	3,760	\$98,160	1.8
Education and Childcare Administrators, Preschool and Daycare	11-9031	410	\$46,380	1.1
Education Administrators, Kindergarten through Secondary	11-9032	2,150	\$88,930	1.1
Education Administrators, Postsecondary	11-9033	1,720	\$130,630	1.6
Education Administrators, All Other	11-9039	150	\$88,380	0.5
Food Service Managers	11-9051	1,590	\$65,040	0.9
Lodging Managers	11-9081	240	\$58,530	0.9
Medical and Health Services Managers	11-9111	2,190	\$107,220	0.8
Natural Sciences Managers	11-9121	440	\$145,670	0.9
Social and Community Service Managers	11-9151	810	\$71,460	0.7
Emergency Management Directors	11-9161	40	\$85,100	0.6
Personal Service Managers, Entertainment Managers, Except Gambling; and Managers, All Other	11-9198	2,590	\$116,980	0.8
Business and Financial Operations Occupations	13-0000	72,740	\$75,010	1.2
Agents and Business Managers of Artists, Performers, and Athletes	13-1011	150	\$59,120	1.2
Buyers and Purchasing Agents	13-1020	3,300	\$62,950	1.1
Compliance Officers	13-1041	2,020	\$65,690	0.9
Cost Estimators	13-1051	1,560	\$77,280	1.0
Human Resources Specialists	13-1071	5,300	\$74,810	1.2
Labor Relations Specialists	13-1075	330	\$55,440	0.6
Logisticians	13-1081	1,290	\$76,550	1.0
Meeting, Convention, and Event Planners	13-1121	1,150	\$49,900	1.3
Fundraisers	13-1131	600	\$57,490	1.0
Compensation, Benefits, and Job Analysis Specialists	13-1141	850	\$62,610	1.3
Training and Development Specialists	13-1151	2,970	\$58,550	1.3
Market Research Analysts and Marketing Specialists	13-1161	5,710	\$76,820	1.2
Project Management Specialists and Business Operations Specialists, All Other	13-1198	14,310	\$84,320	1.5

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Accountants and Auditors	13-2011	11,430	\$76,500	1.2
Property Appraisers and Assessors	13-2020	280	\$57,150	0.7
Budget Analysts	13-2031	540	\$70,510	1.4
Credit Analysts	13-2041	600	\$70,570	1.1
Personal Financial Advisors	13-2052	1,670	\$89,870	1.1
Insurance Underwriters	13-2053	750	\$82,790	1.0
Financial Examiners	13-2061	770	\$78,590	1.6
Credit Counselors	13-2071	170	\$51,040	0.7
Loan Officers	13-2072	1,470	\$75,740	0.7
Tax Examiners and Collectors, and Revenue Agents	13-2081	2,180	\$45,780	5.6
Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	13-2098	4,260	\$80,490	1.3
Computer and Mathematical Occupations	15-0000	66,800	\$90,990	2.0
Computer Systems Analysts	15-1211	9,040	\$87,480	2.1
Information Security Analysts	15-1212	1,550	\$114,280	1.7
Computer and Information Research Scientists	15-1221	290	\$124,800	1.3
Computer Network Support Specialists	15-1231	2,750	\$62,880	2.0
Computer User Support Specialists	15-1232	8,270	\$52,690	1.8
Computer Network Architects	15-1241	2,160	\$116,300	1.9
Network and Computer Systems Administrators	15-1244	5,580	\$88,100	2.2
Database Administrators and Architects	15-1245	2,060	\$111,190	2.2
Computer Programmers	15-1251	3,290	\$91,960	2.3
Software Developers and Software Quality Assurance Analysts and Testers	15-1256	23,410	\$106,080	2.3
Web Developers and Digital Interface Designers	15-1257	2,160	\$80,570	2.0
Computer Occupations, All Other	15-1299	3,950	\$83,150	1.4
Actuaries	15-2011	340	\$109,210	2.1
Operations Research Analysts	15-2031	1,190	\$80,200	1.6
Statisticians	15-2041	280	\$89,320	1.0
Data Scientists and Mathematical Science Occupations, All Other	15-2098	370	\$104,500	1.7
Architecture and Engineering Occupations	17-0000	26,710	\$92,010	1.4
Architects, Except Landscape and Naval	17-1011	1,350	\$92,020	1.8
Landscape Architects	17-1012	200	\$67,580	1.3
Cartographers and Photogrammetrists	17-1021	100	\$62,160	1.2
Surveyors	17-1022	390	\$71,280	1.2
Civil Engineers	17-2051	3,770	\$91,080	1.7
Electrical Engineers	17-2071	2,590	\$105,490	1.9
Electronics Engineers, Except Computer	17-2072	2,780	\$130,890	3.0
Environmental Engineers	17-2081	300	\$88,240	0.8
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	17-2111	200	\$103,100	1.1
Industrial Engineers	17-2112	1,780	\$101,440	0.8
Materials Engineers	17-2131	410	\$98,820	2.1
Mechanical Engineers	17-2141	2,100	\$94,170	0.9
Mining and Geological Engineers, Including Mining Safety Engineers	17-2151	30	\$81,410	0.7
Petroleum Engineers	17-2171	450	\$151,060	1.9
Engineers, All Other	17-2199	1,170	\$109,310	1.1

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Architectural and Civil Drafters	17-3011	930	\$60,520	1.3
Electrical and Electronics Drafters	17-3012	310	\$62,370	1.7
Mechanical Drafters	17-3013	240	\$55,020	0.6
Drafters, All Other	17-3019	40	\$51,850	0.4
Aerospace Engineering and Operations Technologists and Technicians	17-3021	120	\$58,820	1.5
Civil Engineering Technologists and Technicians	17-3022	550	\$55,800	1.1
Electrical and Electronic Engineering Technologists and Technicians	17-3023	1,940	\$68,640	2.2
Electro-Mechanical and Mechatronics Technologists and Technicians	17-3024	40	\$56,690	0.4
Industrial Engineering Technologists and Technicians	17-3026	470	\$46,680	1.0
Mechanical Engineering Technologists and Technicians	17-3027	280	\$57,370	0.9
Surveying and Mapping Technicians	17-3031	1,120	\$42,140	2.9
Calibration and Engineering Technologists and Technicians, Except Drafters, All Other	17-3098	830	\$58,500	1.3
Life, Physical, and Social Science Occupations	19-0000	10,880	\$68,490	1.2
Biochemists and Biophysicists	19-1021	330	\$71,720	1.5
Microbiologists	19-1022	330	\$48,180	2.5
Biological Scientists, All Other	19-1029	150	\$76,760	0.5
Conservation Scientists	19-1031	440	\$57,340	2.7
Epidemiologists	19-1041	80	\$63,390	1.5
Medical Scientists, Except Epidemiologists	19-1042	660	\$92,450	0.7
Physicists	19-2012	240	\$88,030	2.0
Chemists	19-2031	450	\$70,030	0.7
Environmental Scientists and Specialists, Including Health	19-2041	1,160	\$69,470	1.9
Geoscientists, Except Hydrologists and Geographers	19-2042	470	\$100,610	2.2
Hydrologists	19-2043	90	\$59,530	1.9
Physical Scientists, All Other	19-2099	170	\$79,510	1.3
Economists	19-3011	50	\$75,460	0.4
Clinical, Counseling, and School Psychologists	19-3031	1,250	\$69,340	1.5
Psychologists, All Other	19-3039	40	\$93,780	0.4
Urban and Regional Planners	19-3051	520	\$62,820	1.9
Anthropologists and Archeologists	19-3091	90	\$65,970	1.8
Geographers	19-3092	100	\$63,920	10.0
Social Scientists and Related Workers, All Other	19-3099	150	\$80,960	0.6
Biological Technicians	19-4021	440	\$44,040	0.8
Chemical Technicians	19-4031	480	\$49,190	1.0
Environmental Science and Protection Technicians, Including Health	19-4042	280	\$47,070	1.2
Geological and Hydrologic Technicians	19-4045	230	\$64,890	1.9
Social Science Research Assistants	19-4061	420	\$47,000	1.6
Forest and Conservation Technicians	19-4071	40	\$47,060	0.3
Forensic Science Technicians	19-4092	230	\$50,700	1.9
Life, Physical, and Social Science Technicians, All Other	19-4099	360	\$58,770	0.8
Occupational Health and Safety Specialists	19-5011	750	\$72,780	1.1
Occupational Health and Safety Technicians	19-5012	150	\$52,380	1.0

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Community and Social Service Occupations	21-0000	11,620	\$49,100	0.7
Educational, Guidance, and Career Counselors and Advisors	21-1012	2,260	\$57,540	1.0
Rehabilitation Counselors	21-1015	320	\$52,800	0.4
Substance abuse, behavioral disorder, and mental health counselors	21-1018	1,510	\$48,960	0.7
Counselors, All Other	21-1019	130	\$51,120	0.7
Child, Family, and School Social Workers	21-1021	1,730	\$51,080	0.7
Healthcare Social Workers	21-1022	610	\$56,400	0.5
Mental Health and Substance Abuse Social Workers	21-1023	720	\$43,190	0.8
Social Workers, All Other	21-1029	240	\$48,160	0.6
Health Education Specialists	21-1091	190	\$62,640	0.5
Probation Officers and Correctional Treatment Specialists	21-1092	800	\$46,450	1.3
Social and Human Service Assistants	21-1093	1,980	\$39,030	0.7
Community Health Workers	21-1094	330	\$44,520	0.8
Community and Social Service Specialists, All Other	21-1099	480	\$38,710	0.7
Clergy	21-2011	190	\$48,830	0.5
Directors, Religious Activities and Education	21-2021	50	\$95,480	0.3
Legal Occupations	23-0000	11,070	\$103,450	1.3
Lawyers	23-1011	5,710	\$138,990	1.2
Judicial Law Clerks	23-1012	60	\$51,560	0.5
Administrative Law Judges, Adjudicators, and Hearing Officers	23-1021	110	\$86,570	1.0
Arbitrators, Mediators, and Conciliators	23-1022	120	\$54,500	2.7
Judges, Magistrate Judges, and Magistrates	23-1023	550	\$145,130	2.6
Paralegals and Legal Assistants	23-2011	3,790	\$55,590	1.6
Legal Support Workers, All Other	23-2099	160	\$88,440	0.5
Educational Instruction and Library Occupations	25-0000	62,330	\$54,210	1.0
Business Teachers, Postsecondary	25-1011	610	\$133,540	1.0
Computer Science Teachers, Postsecondary	25-1021	350	\$118,580	1.5
Mathematical Science Teachers, Postsecondary	25-1022	410	\$89,880	1.1
Engineering Teachers, Postsecondary	25-1032	530	\$138,830	2.0
Biological Science Teachers, Postsecondary	25-1042	390	\$110,340	1.0
Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	25-1051	130	\$127,600	1.6
Chemistry Teachers, Postsecondary	25-1052	120	\$107,940	0.8
Physics Teachers, Postsecondary	25-1054	170	\$107,650	1.7
Anthropology and Archeology Teachers, Postsecondary	25-1061	80	\$103,720	1.9
Area, Ethnic, and Cultural Studies Teachers, Postsecondary	25-1062	130	\$82,620	1.7
Economics Teachers, Postsecondary	25-1063	90	\$141,040	0.9
Geography Teachers, Postsecondary	25-1064	80	\$102,010	2.6
Political Science Teachers, Postsecondary	25-1065	320	\$100,770	2.8
Psychology Teachers, Postsecondary	25-1066	260	\$99,230	0.9
Sociology Teachers, Postsecondary	25-1067	120	\$101,670	1.2
Health Specialties Teachers, Postsecondary	25-1071	560	\$88,350	0.4
Nursing Instructors and Teachers, Postsecondary	25-1072	390	\$77,870	0.9
Education Teachers, Postsecondary	25-1081	440	\$82,400	1.0

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Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Criminal Justice and Law Enforcement Teachers, Postsecondary	25-1111	70	\$87,420	0.7
Social Work Teachers, Postsecondary	25-1113	140	\$79,200	1.4
Art, Drama, and Music Teachers, Postsecondary	25-1121	700	\$80,760	1.0
Communications Teachers, Postsecondary	25-1122	350	\$83,610	1.7
English Language and Literature Teachers, Postsecondary	25-1123	490	\$78,130	1.0
Foreign Language and Literature Teachers, Postsecondary	25-1124	260	\$76,280	1.4
History Teachers, Postsecondary	25-1125	190	\$98,140	1.3
Philosophy and Religion Teachers, Postsecondary	25-1126	140	\$85,480	0.8
Recreation and Fitness Studies Teachers, Postsecondary	25-1193	130	\$77,820	1.1
Career/Technical Education Teachers, Postsecondary	25-1194	1,100	\$59,210	1.3
Postsecondary Teachers, All Other	25-1199	180	\$62,180	0.1
Preschool Teachers, Except Special Education	25-2011	4,160	\$34,160	1.3
Kindergarten Teachers, Except Special Education	25-2012	1,340	\$57,780	1.5
Elementary School Teachers, Except Special Education	25-2021	9,820	\$58,490	0.9
Middle School Teachers, Except Special and Career/Technical Education	25-2022	4,640	\$57,720	1.0
Career/Technical Education Teachers, Middle School	25-2023	140	\$67,260	1.6
Secondary School Teachers, Except Special and Career/Technical Education	25-2031	6,020	\$58,690	0.8
Career/Technical Education Teachers, Secondary School	25-2032	1,090	\$67,840	2.0
Special Education Teachers, Kindergarten and Elementary School	25-2052	1,430	\$59,400	1.0
Special Education Teachers, Middle School	25-2057	880	\$57,490	1.4
Special Education Teachers, Secondary School	25-2058	1,430	\$58,770	1.4
Special Education Teachers, All Other	25-2059	350	\$54,590	1.4
Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	25-3011	430	\$57,240	1.1
Self-Enrichment Teachers	25-3021	2,010	\$40,170	1.1
Substitute Teachers, Short-Term	25-3031	7,240	\$27,860	1.7
Tutors and Teachers and Instructors, All Other	25-3097	2,210	\$36,530	1.0
Archivists	25-4011	70	\$58,600	1.4
Curators	25-4012	60	\$71,010	0.6
Museum Technicians and Conservators	25-4013	70	\$45,530	0.7
Librarians and Media Collections Specialists	25-4022	940	\$62,880	0.9
Library Technicians	25-4031	340	\$36,920	0.5
Instructional Coordinators	25-9031	1,580	\$65,060	1.2
Teaching Assistants, Except Postsecondary	25-9045	5,890	\$25,620	0.6
Educational Instruction and Library Workers, All Other	25-9099	620	\$49,240	0.7
Arts, Design, Entertainment, Sports, and Media Occupations	27-0000	21,360	\$60,440	1.5
Art Directors	27-1011	620	\$84,600	2.0
Craft Artists	27-1012	70	\$38,380	2.1
Fine Artists, Including Painters, Sculptors, and Illustrators	27-1013	110	\$46,110	1.2
Special Effects Artists and Animators	27-1014	1,430	\$85,460	6.7

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Artists and Related Workers, All Other	27-1019	50	\$52,760	0.9
Commercial and Industrial Designers	27-1021	180	\$62,850	0.8
Floral Designers	27-1023	170	\$30,920	0.6
Graphic Designers	27-1024	2,210	\$54,690	1.4
Interior Designers	27-1025	790	\$57,960	1.8
Merchandise Displayers and Window Trimmers	27-1026	1,320	\$31,690	1.3
Set and Exhibit Designers	27-1027	60	\$47,510	0.7
Producers and Directors	27-2012	1,020	\$73,360	1.1
Coaches and Scouts	27-2022	1,730	\$50,170	1.0
Umpires, Referees, and Other Sports Officials	27-2023	130	\$27,460	0.9
Music Directors and Composers	27-2041	60	\$0	0.7
Musicians and Singers	27-2042	400	\$0	1.3
Public Relations Specialists	27-3031	4,060	\$62,460	2.3
Editors	27-3041	1,150	\$83,060	1.6
Technical Writers	27-3042	910	\$68,320	2.5
Writers and Authors	27-3043	360	\$61,840	1.1
Interpreters and Translators	27-3091	1,040	\$78,060	2.4
Court Reporters and Simultaneous Captioners	27-3092	60	\$79,360	0.6
Media and Communication Workers, All Other	27-3099	160	\$36,970	0.9
Audio and Video Technicians	27-4011	690	\$39,290	1.3
Sound Engineering Technicians	27-4014	140	\$58,830	1.5
Photographers	27-4021	320	\$48,770	0.9
Camera Operators, Television, Video, and Film	27-4031	120	\$48,590	0.7
Film and Video Editors	27-4032	380	\$54,370	1.9
Healthcare Practitioners and Technical Occupations	29-0000	50,110	\$81,090	0.8
Chiropractors	29-1011	290	\$88,580	1.2
Dentists, General	29-1021	650	\$164,340	0.8
Dietitians and Nutritionists	29-1031	390	\$54,290	0.8
Optometrists	29-1041	250	\$120,070	0.9
Pharmacists	29-1051	1,730	\$128,620	0.8
Physician Assistants	29-1071	710	\$110,650	0.8
Occupational Therapists	29-1122	710	\$78,220	0.7
Physical Therapists	29-1123	1,230	\$88,720	0.7
Recreational Therapists	29-1125	70	\$48,890	0.5
Respiratory Therapists	29-1126	880	\$59,830	0.9
Speech-Language Pathologists	29-1127	1,270	\$71,270	1.1
Exercise Physiologists	29-1128	50	\$45,600	0.9
Therapists, All Other	29-1129	80	\$73,550	0.9
Veterinarians	29-1131	530	\$147,480	1.0
Registered Nurses	29-1141	14,860	\$72,170	0.7
Nurse Practitioners	29-1171	930	\$107,720	0.6
Audiologists	29-1181	40	\$80,210	0.4
Family Medicine Physicians	29-1215	970	\$219,350	1.2
General Internal Medicine Physicians	29-1216	300	\$197,000	0.9
Obstetricians and Gynecologists	29-1218	180	\$255,430	1.3
Physicians, All Other; and Ophthalmologists, Except Pediatric	29-1228	1,760	\$226,700	0.6
Surgeons, Except Ophthalmologists	29-1248	210	\$233,110	0.8

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Dental Hygienists	29-1292	1,250	\$84,570	0.8
Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	29-1298	120	\$0	0.5
Clinical Laboratory Technologists and Technicians	29-2010	2,110	\$49,800	0.9
Cardiovascular Technologists and Technicians	29-2031	410	\$58,770	1.0
Diagnostic Medical Sonographers	29-2032	430	\$72,800	0.8
Nuclear Medicine Technologists	29-2033	40	\$79,090	0.3
Radiologic Technologists and Technicians	29-2034	1,170	\$58,790	0.8
Magnetic Resonance Imaging Technologists	29-2035	240	\$75,750	0.9
Emergency Medical Technicians and Paramedics	29-2040	1,610	\$48,860	0.9
Pharmacy Technicians	29-2052	3,350	\$35,760	1.1
Psychiatric Technicians	29-2053	570	\$34,000	1.0
Surgical Technologists	29-2055	780	\$51,250	1.0
Veterinary Technologists and Technicians	29-2056	1,190	\$32,140	1.5
Licensed Practical and Licensed Vocational Nurses	29-2061	3,650	\$48,410	0.7
Opticians, Dispensing	29-2081	560	\$38,490	1.1
Orthotists and Prosthetists	29-2091	70	\$75,900	0.9
Medical Dosimetrists and Records Specialists, and Health Technologists and Technicians, All Other	29-2098	1,950	\$40,850	0.8
Athletic Trainers	29-9091	220	\$59,880	1.0
Healthcare Support Occupations	31-0000	28,280	\$31,430	0.6
Home Health and Personal Care Aides	31-1120	10,410	\$22,400	0.5
Nursing Assistants	31-1131	4,640	\$29,500	0.5
Psychiatric Aides	31-1133	600	\$30,660	1.5
Occupational Therapy Assistants	31-2011	190	\$68,100	0.6
Physical Therapist Assistants	31-2021	650	\$66,000	0.9
Physical Therapist Aides	31-2022	510	\$26,660	1.4
Massage Therapists	31-9011	660	\$0	0.8
Dental Assistants	31-9091	2,670	\$42,230	1.0
Medical Assistants	31-9092	5,060	\$35,340	1.0
Medical Equipment Preparers	31-9093	230	\$34,560	0.6
Veterinary Assistants and Laboratory Animal Caretakers	31-9096	610	\$26,580	0.9
Phlebotomists	31-9097	690	\$35,430	0.7
Healthcare Support Workers, All Other	31-9099	630	\$48,040	0.9
Protective Service Occupations	33-0000	22,440	\$49,960	0.9
First-Line Supervisors of Correctional Officers	33-1011	230	\$67,480	0.7
First-Line Supervisors of Police and Detectives	33-1012	590	\$94,750	0.7
First-Line Supervisors of Firefighting and Prevention Workers	33-1021	350	\$80,140	0.7
Miscellaneous First-Line Supervisors, Protective Service Workers	33-1090	440	\$50,220	0.7
Firefighters	33-2011	2,360	\$62,750	1.0
Fire Inspectors and Investigators	33-2021	60	\$62,530	0.6
Bailiffs	33-3011	30	\$45,290	0.2
Correctional Officers and Jailers	33-3012	1,860	\$44,340	0.6
Detectives and Criminal Investigators	33-3021	1,550	\$73,800	2.0
Parking Enforcement Workers	33-3041	70	\$36,060	1.3
Police and Sheriff's Patrol Officers	33-3051	4,350	\$73,350	0.9

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Animal Control Workers	33-9011	70	\$38,490	0.8
Private Detectives and Investigators	33-9021	340	\$47,420	1.3
Security Guards	33-9032	7,200	\$31,880	0.9
Crossing Guards and Flaggers	33-9091	650	\$21,980	1.0
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	33-9092	930	\$23,280	0.9
Transportation Security Screeners	33-9093	410	\$41,360	1.2
School Bus Monitors and Protective Service Workers, All Other	33-9098	910	\$26,480	0.9
Food Preparation and Serving Related Occupations	35-0000	111,780	\$26,330	1.1
Chefs and Head Cooks	35-1011	840	\$58,190	0.9
First-Line Supervisors of Food Preparation and Serving Workers	35-1012	8,740	\$43,990	1.2
Cooks, Fast Food	35-2011	3,050	\$22,280	0.8
Cooks, Institution and Cafeteria	35-2012	2,620	\$26,330	0.9
Cooks, Restaurant	35-2014	13,350	\$27,260	1.3
Cooks, Short Order	35-2015	1,210	\$24,980	1.1
Cooks, All Other	35-2019	40	\$31,790	0.3
Food Preparation Workers	35-2021	6,560	\$27,210	1.0
Bartenders	35-3011	5,410	\$26,680	1.2
Fast Food and Counter Workers	35-3023	34,320	\$23,280	1.2
Waiters and Waitresses	35-3031	21,700	\$24,280	1.2
Food Servers, Nonrestaurant	35-3041	1,820	\$23,900	0.9
Dining Room and Cafeteria Attendants and Bartender Helpers	35-9011	4,780	\$22,860	1.4
Dishwashers	35-9021	3,310	\$24,100	0.9
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	35-9031	3,730	\$23,680	1.2
Food Preparation and Serving Related Workers, All Other	35-9099	300	\$26,010	0.6
Building and Grounds Cleaning and Maintenance Occupations	37-0000	30,580	\$28,710	0.9
First-Line Supervisors of Housekeeping and Janitorial Workers	37-1011	860	\$43,390	0.8
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	37-1012	930	\$47,720	1.2
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	13,780	\$28,010	0.9
Maids and Housekeeping Cleaners	37-2012	6,840	\$22,650	1.0
Pest Control Workers	37-2021	590	\$37,380	1.0
Landscaping and Groundskeeping Workers	37-3011	7,330	\$30,440	1.1
Personal Care and Service Occupations	39-0000	22,580	\$30,840	0.9
First-Line Supervisors of Personal Service and Entertainment Workers, Except Gambling Services	39-1098	1,190	\$42,790	0.8
Animal Trainers	39-2011	110	\$34,670	0.9
Animal Caretakers	39-2021	1,950	\$26,560	1.3
Gambling and Sports Book Writers and Runners	39-3012	70	\$29,680	1.0
Ushers, Lobby Attendants, and Ticket Takers	39-3031	720	\$24,570	0.7
Amusement and Recreation Attendants	39-3091	1,920	\$22,660	0.8
Barbers	39-5011	730	\$41,280	5.0
Hairdressers, Hairstylists, and Cosmetologists	39-5012	3,540	\$34,410	1.3

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Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Baggage Porters and Bellhops	39-6011	190	\$23,770	0.6
Concierges	39-6012	210	\$34,600	0.7
Tour and Travel Guides	39-7010	260	\$25,690	0.7
Childcare Workers	39-9011	4,270	\$24,850	1.0
Exercise Trainers and Group Fitness Instructors	39-9031	3,010	\$38,700	1.3
Recreation Workers	39-9032	1,910	\$28,920	0.7
Residential Advisors	39-9041	800	\$31,580	1.0
Sales and Related Occupations	41-0000	112,930	\$46,560	1.1
First-Line Supervisors of Retail Sales Workers	41-1011	8,390	\$45,520	1.0
First-Line Supervisors of Non-Retail Sales Workers	41-1012	2,740	\$74,410	1.5
Cashiers	41-2011	21,400	\$24,550	0.8
Counter and Rental Clerks	41-2021	3,200	\$33,100	1.1
Parts Salespersons	41-2022	1,240	\$36,190	0.7
Retail Salespersons	41-2031	31,930	\$29,070	1.0
Advertising Sales Agents	41-3011	1,110	\$63,310	1.2
Insurance Sales Agents	41-3021	2,800	\$57,310	0.9
Securities, Commodities, and Financial Services Sales Agents	41-3031	3,120	\$76,360	1.0
Travel Agents	41-3041	280	\$38,700	0.6
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	41-3091	13,080	\$54,330	1.7
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	6,750	\$103,120	3.0
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	8,720	\$58,790	0.9
Demonstrators and Product Promoters	41-9011	720	\$33,090	1.3
Real Estate Brokers	41-9021	170	\$0	0.6
Real Estate Sales Agents	41-9022	1,890	\$71,810	1.6
Telemarketers	41-9041	910	\$38,010	0.9
Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	41-9091	210	\$35,090	3.2
Sales and Related Workers, All Other	41-9099	1,200	\$38,010	1.4
Office and Administrative Support Occupations	43-0000	162,240	\$41,060	1.1
First-Line Supervisors of Office and Administrative Support Workers	43-1011	11,540	\$64,360	1.1
Switchboard Operators, Including Answering Service	43-2011	350	\$28,090	0.7
Bill and Account Collectors	43-3011	2,440	\$36,680	1.4
Billing and Posting Clerks	43-3021	3,230	\$40,730	1.0
Bookkeeping, Accounting, and Auditing Clerks	43-3031	11,990	\$43,290	1.1
Payroll and Timekeeping Clerks	43-3051	1,270	\$57,060	1.2
Procurement Clerks	43-3061	350	\$42,850	0.7
Tellers	43-3071	3,330	\$30,520	1.0
Brokerage Clerks	43-4011	470	\$50,540	1.3
Court, Municipal, and License Clerks	43-4031	1,330	\$41,790	1.2
Credit Authorizers, Checkers, and Clerks	43-4041	220	\$43,040	1.1
Customer Service Representatives	43-4051	27,460	\$34,710	1.3
Eligibility Interviewers, Government Programs	43-4061	1,660	\$45,440	1.6
File Clerks	43-4071	800	\$31,300	1.1
Hotel, Motel, and Resort Desk Clerks	43-4081	2,050	\$24,950	1.1

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Interviewers, Except Eligibility and Loan	43-4111	840	\$34,680	0.6
Library Assistants, Clerical	43-4121	220	\$29,460	0.4
Loan Interviewers and Clerks	43-4131	1,510	\$46,140	1.0
New Accounts Clerks	43-4141	350	\$38,780	1.1
Order Clerks	43-4151	1,070	\$36,100	1.1
Human Resources Assistants, Except Payroll and Timekeeping	43-4161	1,120	\$43,200	1.3
Receptionists and Information Clerks	43-4171	6,310	\$29,830	0.8
Reservation and Transportation Ticket Agents and Travel Clerks	43-4181	830	\$45,430	0.9
Information and Record Clerks, All Other	43-4199	2,070	\$34,090	1.8
Cargo and Freight Agents	43-5011	520	\$45,260	0.7
Couriers and Messengers	43-5021	600	\$25,520	1.1
Public Safety Telecommunicators	43-5031	570	\$42,480	0.8
Dispatchers, Except Police, Fire, and Ambulance	43-5032	1,020	\$42,560	0.7
Meter Readers, Utilities	43-5041	90	\$0	0.4
Postal Service Clerks	43-5051	360	\$48,900	0.6
Postal Service Mail Carriers	43-5052	1,850	\$52,030	0.7
Postal Service Mail Sorters, Processors, and Processing Machine Operators	43-5053	530	\$51,330	0.7
Production, Planning, and Expediting Clerks	43-5061	2,150	\$45,730	0.8
Shipping, Receiving, and Inventory Clerks	43-5071	4,820	\$34,760	0.9
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	43-5111	180	\$34,240	0.4
Executive Secretaries and Executive Administrative Assistants	43-6011	8,140	\$60,500	2.1
Legal Secretaries and Administrative Assistants	43-6012	1,280	\$45,610	1.0
Medical Secretaries and Administrative Assistants	43-6013	5,870	\$37,550	1.3
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	18,350	\$37,620	1.2
Data Entry Keyers	43-9021	2,260	\$33,830	1.9
Insurance Claims and Policy Processing Clerks	43-9041	2,230	\$42,920	1.2
Mail Clerks and Mail Machine Operators, Except Postal Service	43-9051	960	\$30,990	1.6
Office Clerks, General	43-9061	26,140	\$39,810	1.2
Office Machine Operators, Except Computer	43-9071	420	\$34,750	1.3
Office and Administrative Support Workers, All Other	43-9199	530	\$38,420	0.4
Farming, Fishing, and Forestry Occupations	45-0000	1,330	\$33,370	0.4
First-Line Supervisors of Farming, Fishing, and Forestry Workers	45-1011	50	\$57,770	0.3
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	45-2092	260	\$28,350	0.1
Farmworkers, Farm, Ranch, and Aquacultural Animals	45-2093	500	\$37,940	1.9
Construction and Extraction Occupations	47-0000	44,950	\$44,500	1.0
First-Line Supervisors of Construction Trades and Extraction Workers	47-1011	5,070	\$66,750	1.1
Brickmasons and Blockmasons	47-2021	90	\$47,690	0.2
Carpenters	47-2031	3,250	\$39,440	0.6
Tile and Stone Setters	47-2044	220	\$37,080	0.8
Cement Masons and Concrete Finishers	47-2051	1,840	\$39,410	1.3
Construction Laborers	47-2061	8,340	\$32,680	1.1

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Paving, Surfacing, and Tamping Equipment Operators	47-2071	510	\$39,670	1.5
Operating Engineers and Other Construction Equipment Operators	47-2073	3,230	\$41,630	1.1
Drywall and Ceiling Tile Installers	47-2081	1,420	\$41,700	1.9
Electricians	47-2111	4,760	\$53,260	1.0
Glaziers	47-2121	550	\$37,100	1.4
Painters, Construction and Maintenance	47-2141	1,650	\$36,760	1.0
Pipelayers	47-2151	490	\$37,840	1.9
Plumbers, Pipefitters, and Steamfitters	47-2152	3,100	\$51,300	1.0
Reinforcing Iron and Rebar Workers	47-2171	260	\$41,790	1.9
Roofers	47-2181	820	\$35,090	0.9
Sheet Metal Workers	47-2211	850	\$48,040	0.9
Structural Iron and Steel Workers	47-2221	460	\$49,760	0.8
Helpers—Carpenters	47-3012	220	\$32,550	0.9
Helpers—Electricians	47-3013	840	\$34,570	1.5
Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters	47-3015	790	\$31,640	1.9
Helpers, Construction Trades, All Other	47-3019	390	\$31,120	1.9
Construction and Building Inspectors	47-4011	760	\$62,110	0.9
Elevator and Escalator Installers and Repairers	47-4021	200	\$77,090	1.0
Highway Maintenance Workers	47-4051	470	\$38,160	0.4
Excavating and Loading Machine and Dragline Operators, Surface Mining	47-5022	710	\$42,390	2.2
Rock Splitters, Quarry	47-5051	160	\$29,520	4.3
Earth Drillers, Except Oil and Gas; and Explosives Workers, Ordnance Handling Experts, and Blasters	47-5097	250	\$40,320	1.4
Installation, Maintenance, and Repair Occupations	49-0000	36,900	\$46,980	0.9
First-Line Supervisors of Mechanics, Installers, and Repairers	49-1011	3,150	\$66,790	0.9
Computer, Automated Teller, and Office Machine Repairers	49-2011	1,080	\$38,340	1.5
Radio, Cellular, and Tower Equipment Installers and Repairers	49-2021	110	\$43,100	1.1
Telecommunications Equipment Installers and Repairers, Except Line Installers	49-2022	1,350	\$52,660	0.9
Avionics Technicians	49-2091	50	\$49,950	0.3
Electric Motor, Power Tool, and Related Repairers	49-2092	50	\$48,380	0.5
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	49-2095	120	\$72,650	0.7
Security and Fire Alarm Systems Installers	49-2098	990	\$47,070	1.9
Aircraft Mechanics and Service Technicians	49-3011	680	\$63,710	0.7
Automotive Glass Installers and Repairers	49-3022	330	\$37,410	2.3
Automotive Service Technicians and Mechanics	49-3023	4,290	\$53,340	0.9
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	1,220	\$50,540	0.6
Farm Equipment Mechanics and Service Technicians	49-3041	70	\$41,280	0.3
Mobile Heavy Equipment Mechanics, Except Engines	49-3042	850	\$51,280	0.8
Outdoor Power Equipment and Other Small Engine Mechanics	49-3053	230	\$41,300	1.0
Tire Repairers and Changers	49-3093	1,070	\$27,060	1.3

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Control and Valve Installers and Repairers, Except Mechanical Door	49-9012	290	\$43,650	0.8
Heating, Air Conditioning & Refrigeration Mechanics and Installers	49-9021	2,460	\$44,200	1.0
Home Appliance Repairers	49-9031	80	\$39,970	0.4
Industrial Machinery Mechanics	49-9041	1,380	\$54,240	0.5
Maintenance Workers, Machinery	49-9043	150	\$45,070	0.3
Electrical Power-Line Installers and Repairers	49-9051	650	\$64,720	0.8
Telecommunications Line Installers and Repairers	49-9052	990	\$51,440	1.1
Medical Equipment Repairers	49-9062	350	\$47,380	1.0
Maintenance and Repair Workers, General	49-9071	9,240	\$38,170	0.9
Coin, Vending, and Amusement Machine Servicers and Repairers	49-9091	140	\$30,890	0.6
Helpers—Installation, Maintenance, and Repair Workers	49-9098	1,100	\$29,690	1.5
Installation, Maintenance, and Repair Workers, All Other	49-9099	610	\$46,100	0.5
Production Occupations	51-0000	40,340	\$37,890	0.6
First-Line Supervisors of Production and Operating Workers	51-1011	2,760	\$65,090	0.6
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	51-2028	1,810	\$33,510	0.9
Structural Metal Fabricators and Fitters	51-2041	540	\$36,790	1.0
Miscellaneous Assemblers and Fabricators	51-2090	3,910	\$29,950	0.4
Bakers	51-3011	1,350	\$28,040	1.0
Butchers and Meat Cutters	51-3021	580	\$34,440	0.6
Food Batchmakers	51-3092	880	\$28,710	0.8
Food Processing Workers, All Other	51-3099	150	\$29,070	0.5
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	51-4021	170	\$29,190	0.3
Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	51-4023	30	\$33,790	0.1
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	51-4031	570	\$34,850	0.4
Grinding/Lapping/Polishing/Buffering Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4033	230	\$33,360	0.4
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4034	100	\$30,220	0.5
Machinists	51-4041	1,740	\$48,150	0.6
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072	600	\$28,280	0.5
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4081	580	\$38,860	0.5
Welders, Cutters, Solderers, and Brazers	51-4121	1,650	\$44,290	0.6
Metal Workers and Plastic Workers, All Other	51-4199	110	\$31,040	0.6
Prepress Technicians and Workers	51-5111	320	\$39,860	1.4
Printing Press Operators	51-5112	840	\$36,280	0.7
Print Binding and Finishing Workers	51-5113	90	\$37,360	0.3
Laundry and Dry-Cleaning Workers	51-6011	1,350	\$25,080	0.9
Sewing Machine Operators	51-6031	840	\$24,240	0.9
Shoe and Leather Workers and Repairers	51-6041	150	\$0	2.3

Occupation	SOC Code	2019 Employment	Annual Mean Wage	Location Quotient
Tailors, Dressmakers, and Custom Sewers	51-6052	340	\$0	1.9
Cabinetmakers and Bench Carpenters	51-7011	1,140	\$33,750	1.6
Furniture Finishers	51-7021	60	\$28,160	0.5
Power Distributors and Dispatchers	51-8012	50	\$69,110	0.6
Power Plant Operators	51-8013	190	\$74,540	0.8
Water and Wastewater Treatment Plant and System Operators	51-8031	630	\$44,940	0.7
Chemical Equipment Operators and Tenders	51-9011	220	\$43,120	0.3
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	51-9012	400	\$55,100	1.1
Crushing, Grinding, and Polishing Machine Operators	51-9021	110	\$35,620	0.4
Cutting and Slicing Machine Setters, Operators	51-9032	180	\$34,970	0.4
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	4,050	\$45,000	1.0
Jewelers and Precious Stone and Metal Workers	51-9071	290	\$46,490	1.7
Dental Laboratory Technicians	51-9081	150	\$43,040	0.6
Medical Appliance Technicians	51-9082	210	\$39,430	2.0
Packaging and Filling Machine Operators and Tenders	51-9111	940	\$28,490	0.3
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	51-9124	460	\$44,860	0.4
Semiconductor Processing Technicians	51-9141	1,440	\$36,700	7.1
Computer Numerically Controlled Tool Operators	51-9161	290	\$44,340	0.3
Computer Numerically Controlled Tool Programmers	51-9162	100	\$64,980	0.5
Molders, Shapers, and Casters, Except Metal and Plastic	51-9195	380	\$36,240	1.2
Paper Goods Machine Setters, Operators	51-9196	180	\$29,550	0.3
Helpers—Production Workers	51-9198	1,670	\$29,660	0.8
Transportation & Material Moving Occupations	53-0000	58,650	\$34,670	0.6
First-Line Supervisors of Transportation Workers, Except Aircraft Cargo Handling Supervisors	53-1047	2,330	\$52,860	0.7
Commercial Pilots	53-2012	80	\$103,100	0.3
Driver/Sales Workers	53-3031	3,980	\$29,330	1.2
Heavy and Tractor-Trailer Truck Drivers	53-3032	8,120	\$42,320	0.6
Light Truck Drivers	53-3033	4,420	\$43,820	0.7
Bus Drivers, Transit and Intercity	53-3052	1,310	\$40,020	1.0
Passenger Vehicle Drivers	53-3058	3,500	\$30,050	0.7
Parking Attendants	53-6021	990	\$24,540	0.9
Automotive and Watercraft Service Attendants	53-6031	1,110	\$28,620	1.3
Traffic Technicians	53-6041	70	\$35,190	1.3
Crane and Tower Operators	53-7021	470	\$60,400	1.4
Industrial Truck and Tractor Operators	53-7051	4,070	\$32,750	0.9
Cleaners of Vehicles and Equipment	53-7061	2,550	\$25,950	0.9
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	11,440	\$30,550	0.5
Packers and Packagers, Hand	53-7064	1,410	\$27,860	0.3
Stockers and Order Fillers	53-7065	10,810	\$29,900	0.7
Pump Operators, Except Wellhead Pumpers	53-7072	90	\$41,800	1.3
Refuse and Recyclable Material Collectors	53-7081	580	\$37,950	0.7
All Occupations	-	1,073,340	\$55,190	1.0

Source: U.S. Bureau of Labor

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Appendix E: Assets & Challenges Notes

¹ 400-Mile Radius Results

Geography Name Year Total Population

Radius Region 2019 32,916,190

Source: U.S. Census Bureau

² FTZ #183

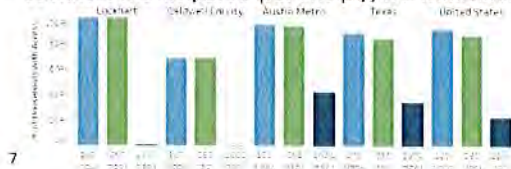
³

Highways
I-35 (16 miles from Lockhart)
I-10 (17 miles from Lockhart)
U.S.-183 (0 miles from Lockhart)
SH 130 (0 miles from Lockhart)

⁴ Served by Union Pacific Railroad

⁵ Austin Bergstrom International Airport is 26 miles, or approximately 24 minutes from Lockhart, according to Google maps.

⁶ Lockhart Municipal Airport <http://www.airnav.com/airport/50R>



⁷

⁸ Location Quotient (LQ) of .93 or 602 jobs

⁹ LQ of .77 or 1198 jobs

¹⁰ LQ of .31 or 99 jobs

¹¹ LQ of 1.67 or 1124 jobs

¹² Average Annual Wage, 2019



Source: Bureau of Labor Statistics, Garner Economics. Comparable data for Lockhart was not available Figures adjusted for inflation.

¹³ Austin Community College is the nearest at 26 miles from Lockhart. Gary Jobs Corp in San Marcos. Austin Community College has a training program for the incarcerated at the Lockhart Correctional Facility. No training facilities in Lockhart proper.

¹⁴ 5 postsecondary schools in the region

San Marcos

Texas State University, San Marcos (18 miles from Lockhart)

Austin

Austin Community College (26 miles from Lockhart)

Huston-Tillotson College (28 miles from Lockhart)
St. Edward's University (30 miles from Lockhart)
The University of Texas at Austin (31 miles from Lockhart)

¹⁵ 2 FTEs as of 4/1/2020 (a director and economic specialist)

¹⁶ Based on interview feedback

¹⁷ This current effort undertaken by Garner Economics is the first entry into developing an economic development action plan by the City, according to the EDC.

¹⁸ The Lockhart business climate survey showed a serious disconnect between the City's permitting process and the balance needed to grow business investment.

¹⁹ 2019 revenue budget of \$1mm

²⁰ Five sites in the EDC's inventory of available properties ranging from a few acres to 1,800 acres. Some are not under municipal control or have full utility infrastructure in place.

²¹ <https://lockhartedc.com/incentives>

²² Ibid.

²³ Ibid.

²⁴ Ibid.

²⁵ 1.55 MGD of water storage capacity; total credited capacity is 8.4 MGD; wastewater capacity at 2.6 MGD and peak flows at 8.5 MGD. Currently at 46% capacity.

²⁶ Per feedback from survey respondents

²⁷ <https://lockhartedc.com/incentives>

²⁸ Lockhart Independent School District (ISD) had the lowest scores compared to Caldwell County, state, and national performance. ACT scores have only recently dipped below the county as a whole, but the trend shows composite scores dropping.

²⁹ Per feedback from survey respondents

³⁰ Caldwell County has the lowest median residential property tax of any other county in the Austin MSA (Bastrop, Caldwell, Hays, Travis, and Williamson) <http://www.tax-rates.org/texas/property-tax>

³¹ Ten listings on Zillow of houses for sale in excess of \$300K, as of 4/24/2020

³² Forty listings on Zillow of houses for sale from \$125K–\$299,999, as of 4/24/2020

³³ Twenty-nine apartments available within Lockhart, according to Apartments.com, as of 4/24/2020

³⁴ See page 23 for additional information

³⁵ See page 24 for additional information

³⁶ <https://lockhartedc.com/quality-life>

³⁷ Ibid.

³⁸ There is no hospital in Lockhart

³⁹ Limited properties in Lockhart <http://www.lockhartchamber.com/list/category/hotels-motels-68>

⁴⁰ Lockhart promotes itself as the barbeque capital of Texas. <http://www.lockhartchamber.com/list/category/barbecue-143>

**RESOLUTION 2020-01 OF THE BOARD OF DIRECTORS OF THE
LOCKHART ECONOMIC DEVELOPMENT CORPORATION
ADOPTING A TARGET INDUSTRY STRATEGY REPORT; PROVIDING
AN EFFECTIVE DATE**

WHEREAS, in January, 2020, the City of Lockhart (“City”) and the Lockhart Economic Development Corporation (“LEDC”) retained Garner Economics, LLC to assist in preparing a “Competitive Realities Report and Target Industry Strategy” in order to assist the City and the LEDC to focus its economic development priorities to help create jobs in the Community by focusing efforts that leverage the community’s assets and strengths.; and

WHEREAS, the TIS prepared by Garner Economics, LLC is complete and has been reviewed by the Board and staff of the LEDC; and

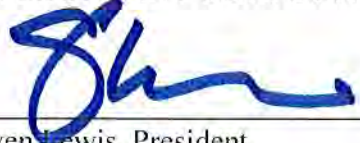
WHEREAS, it is the desire of the Board of Directors of the LEDC to approve and adopt the TIS;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE LOCKHART ECONOMIC DEVELOPMENT CORPORATION, that:

1. The foregoing recitals are adopted and incorporated herein for all purposes.
2. The report titled “Competitive Realities Report and Target Industry Strategy” prepared by Garner Economics, LLC, a copy of which is attached hereto, is hereby approved and adopted as the Target Industry Strategy for the LEDC.

ADOPTED AND APPROVED effective on this, the 14th day of September 2020.

**LOCKHART ECONOMIC
DEVELOPMENT CORPORATION:**



Steven Lewis, President

ATTEST:



Michael Kamerlander, Executive Director

DRAFT MINUTES

LOCKHART ECONOMIC DEVELOPMENT CORPORATION

MONDAY, SEPTEMBER 14, 2020
6:00 P.M.

In accordance with the order of the Office of the Governor issued March 16, 2020, the Lockhart Economic Development Corporation conducted a regular board meeting at 6:00 PM on September 14, 2020 by Zoom Conference in order to advance the public health goal of limiting face-to-face meetings (also called "social distancing") to slow the spread of the Coronavirus (COVID-19). There was no physical location for the meeting. The meeting agenda and packet were posted online at www.lockhartedc.com and at City Hall.

Join Zoom Meeting
<https://us02web.zoom.us/j/81339571449>
Meeting ID: 813 3957 1449
(346) 248 7799

Board Members Present: Alan Fielder, Chairman; Sally Daniel; Alfredo Munoz; Morris Alexander; Frank Estrada, Vice Chairman; Umesh Patel

Board Members Absent: Dyral Thomas

Staff Present: Mike Kamerlander, Director of Economic Development; Pam Larison, Finance Director; Steve Lewis, President; Marissa Cooney, Economic Development Specialist

1. CALL TO ORDER

The meeting was called to order by Alan Fielder, Chairman at 6:00 pm

2. PUBLIC COMMENTS

No public comments

3. PUBLIC HEARING

3.1 Hold a public hearing regarding Lockhart Mercantile BIG Grant performance agreement pursuant to Sec. 505.159, Local Government Code
No public comments

4. DISCUSSION AND/OR ACTION

4.1 Presentation of Target Industry Strategy by Garner Economics and Discussion and/or action regarding LEDC Resolution 2020-01.

Mr. Jay Garner and Cyndi Dancy provided an overview of the Target Industry Strategy. The board then considered LEDC Resolution 2020-01 adopting the Target Industry Strategy.

Motion to approve LEDC Resolution 2020-01

Motion: Alfredo Munoz

Second: Sally Daniel

Vote: 6 of 6

LOCKHART ECONOMIC DEVELOPMENT CORPORATION (LEDC)

MINUTES

Monday, September 14, 2020 - 6:00 P.M.

Join Zoom Meeting

<https://us02web.zoom.us/j/81339571449>

Meeting ID: 813 3957 1449

(346) 248 7799

Page 1 of 3

4.2 Discussion and/or action regarding minutes from the August 10, 2020 meeting.

Motion to approve the minutes from the August 10, 2020 meeting.

Motion: Alfredo Munoz

Second: Umesh Patel

Vote: 6 of 6

4.3 Discussion and/or action regarding sales tax and financial statements for August 2020.

Pam Larison gave an overview of the of the financials as well as the sales tax report. Ms. Larison noted that sales tax collections are tracking well above the budget even with COVID-19. LEDC expenditures are in line with the budget with many line items below budget.

Motion to approve the August sales tax and financial statements as presented

Motion: Morris Alexander

Second: Umesh Patel

Vote: 6 of 6

4.4 Discussion and/or action regarding and economic development performance agreement with Lockhart Mercantile regarding a BIG Grant Application.

Lockhart Mercantile requested a BIG Grant for assistance with a façade improvement that would allow a reimbursement of up to \$20,000 for allowable expenses under the program. Lockhart Mercantile has completed all necessary steps prior to construction commencing.

Motion to approve the Economic Development Performance Agreement with Lockhart Mercantile.

Motion: Alfredo Munoz

Second: Morris Alexander

Vote: 6 of 6

4.5 Discussion and/or action moving the October LEDC Regular Meeting date from Columbus Day.

Board discussed due to certain projects and a holiday that the board meeting will be held on October 19, 2020 instead of October 12, 2020. No motion necessary.

5. EXECUTIVE SESSION

4.1 Close Open Session and Convene Executive Session pursuant to Secs. 551.072 and 551.087 (Economic Development) of the Texas Open Meetings Act. Gov't Code Ch. 551, to discuss the following:

- Projects Crimson Tide;
- Buffet

Into Executive Session at 7:12 p.m.

Out of Executive Session at 8:08 p.m.

Staff was provided direction in Executive Session with no official action taken in open session.

6. DISCUSSION ONLY

5.1 Activity Updates

LOCKHART ECONOMIC DEVELOPMENT CORPORATION (LEDC)

MINUTES

Monday, September 14, 2020 - 6:00 P.M.

Join Zoom Meeting

<https://us02web.zoom.us/j/81339571449>

Meeting ID: 813 3957 1449

(346) 248 7799

Page 2 of 3

Mr. Kamerlander gave an update on the LEDC Staff activities for August 2020.

ADJOURN

Minutes approved this the _____ day of _____, 2020.

Alan Fielder, Chairman LEDC

Michael Kamerlander, Secretary LEDC

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION:

Hold a PUBLIC HEARING on applications ZC-20-11 and PDD-20-02 by Laura Toups on behalf of PHX15, LLC, and consider Ordinance 2020-25 for a Zoning Change from CMB Commercial Medium Business District to PDD Planned Development District, including by-reference a revised Planned Development District Development Plan for Main Springs Planned Development, a proposed mixed-use development on 1.778 acres in the Byrd Lockhart Survey, Abstract No. 17, located at 416 North Church Street.

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 PDD (Planned Development District) zoning classification is intended to accommodate developments with characteristics that may deviate from the normal zoning and subdivision standards. In return for such flexibility, the PDD requires an early commitment on the part of the developer in terms of the site layout, land uses, and amenities. Unlike conventional zoning classifications that cannot have conditions attached, the PDD classification is subject to the conditions represented by the development plan, which is adopted by-reference and cannot be changed except through the rezoning process. In this case, the owner is proposing a mixed-use project consisting of eight vacation rental units in a total of four structures, a two-story commercial building, a two-story mixed-use building containing commercial on the first floor three apartments on the second floor, six townhome condominium units, and an open-air pavilion. Off-street parking is provided for the townhome condominiums via a private driveway extending between North Church Street and North Main Street. All other parking is proposed to be in the North Church Street right-of-way where the project will include widening the east side of the street to accommodate 90-degree on-street parking. The property is divided by an unnamed tributary of Town Branch Creek within a floodplain area that extends from the east side of the site. Any structures that extend into the floodplain will be raised on columns such that their floors will be at least one-foot above the base flood elevation (100-year flood level). Additional important information is contained in the attached staff reports for the zoning change and PDD development plan. One letter of support and one letter of opposition were submitted.

COMMITTEE/BOARD/COMMISSION ACTION:

On September 23rd, the Planning and Zoning Commission voted unanimously to recommend APPROVAL of the Zoning Change and accompanying PDD Development Plan.

STAFF RECOMMENDATION/REQUESTED MOTION: APPROVE Ordinance 2020-25.

LIST OF SUPPORTING DOCUMENTS:

1) Ordinance 2020-25. 2) Exhibit "A"– boundary description. 3) Maps. 4) ZC-20-11 Staff report, Letters of support and opposition, Application form, and Owner's authorization letter. 5) PDD-20-01 Staff report, PDD development plan (reduced), Application form, and Owner's authorization letter.

Department Head initials:

D.G.

City Manager's Review:



ORDINANCE 2020-25

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 1.778 ACRES IN THE BYRD LOCKHART SURVEY, ABSTRACT NO. 17, LOCATED AT 416 NORTH CHURCH STREET, FROM CMB COMMERCIAL MEDIUM BUSINESS DISTRICT TO PDD PLANNED DEVELOPMENT DISTRICT, INCLUDING BY-REFERENCE A PDD DEVELOPMENT PLAN FOR MAIN SPRINGS PLANNED DEVELOPMENT.

WHEREAS, on September 23, 2020, 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-20-11 as 1.778 acres in the Byrd Lockhart Survey, Abstract No. 17, more particularly described in Exhibit "A" and located at 416 North Church Street, will be reclassified from CMB Commercial Medium Business District to PDD Planned Development District, including by-reference PDD-20-02, a PDD Development Plan for Main Springs Planned Development.
- 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 8th DAY OF OCTOBER, 2020.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

APPROVED AS TO FORM:

Connie Constancio, TRMC, City Secretary

Monte Akers, City Attorney

EXHIBIT "A"



HINKLE
SURVEYORS

Job #20201202-sub1

All of a certain tract or parcel of land situated in the City of Lockhart, Caldwell County, Texas and being a part of the Byrd Lockhart Survey A-17 in the City of Lockhart, Caldwell County, Texas and being also all of a tract of land called 1.778 acres and conveyed to PHX 115, LLC by deed recorded in Instrument #2020-002650 of the Official Records of Caldwell County, Texas and being more particularly described as follows:

BEGINNING at a 5/8" iron pin found used for basis of bearing in the NE corner of the above mentioned 1.778 acre tract and the NW terminus of North Main Street and the South line of a tract of land called 1.052 acres and conveyed to Matthew James Lingval et al by deed recorded in Instrument #2020-001988 of the said Official Records for the NE corner this tract.

THENCE S 10 degrees 00 minutes 00 seconds E with the East line of the said 1.778 acre tract and the West line of North Main Street **292.07 feet** to a 60d nail found in a tree stump used for basis of bearing in the SE corner of the said 1.778 acre tract and the NE corner of Lot 4 in Block 31 of the Original Town of Lockhart as recorded in Volume Q Page 507 of the Deed Records of Caldwell County, Texas for the SE corner this tract.

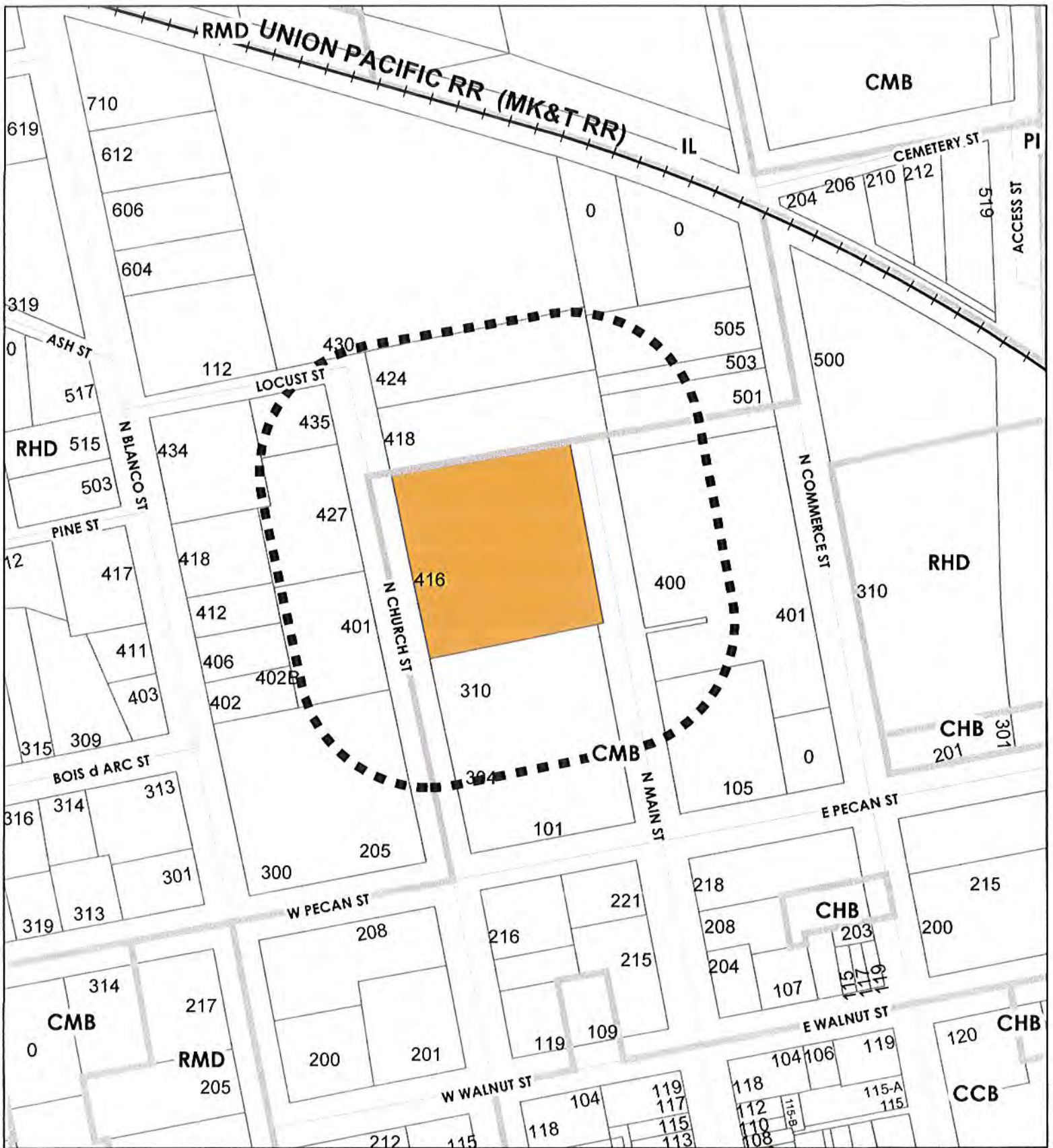
THENCE S 80 degrees 02 minutes 03 seconds W with the North line of the said Block 31 and the South line of the said 1.778 acre tract **265.33 feet** to a 5/8" iron pin found in the SW corner of the said 1.778 acre tract and the NW corner of Lot 3 in the said Block 31 and the East line of North Church Street for the SW corner this tract.

THENCE N 09 degrees 55 minutes 54 seconds W with the West line of the said 1.778 acre tract and the East line of the North Church Street **291.97 feet** to a 1/2" iron pin found in the NW corner of the said 1.778 acre tract and the apparent SW corner of the above mentioned 1.052 acre tract for the NW corner this tract.

THENCE N 80 degrees 00 minutes 49 seconds E with the North line of the said 1.778 acre tract and the apparent South line of the said 1.052 acre tract **264.98 feet** to the place of beginning containing **1.778 acres** of land more or less.

I hereby certify that the foregoing field notes are a true and correct description of a survey made under my direct supervision on September 2, 2020. **THESE FIELD NOTES ARE CERTIFIED AND ITS CONTENTS GUARANTEED FOR USE WITH THIS ONE TRANSACTION ONLY DATED THIS DATE.** Only those prints containing the raised Surveyor's seal and an original "LIVE" signature should be considered official and relied upon by the user.





ZC-20-11 & PDD-20-02

MAIN SPRINGS PDD

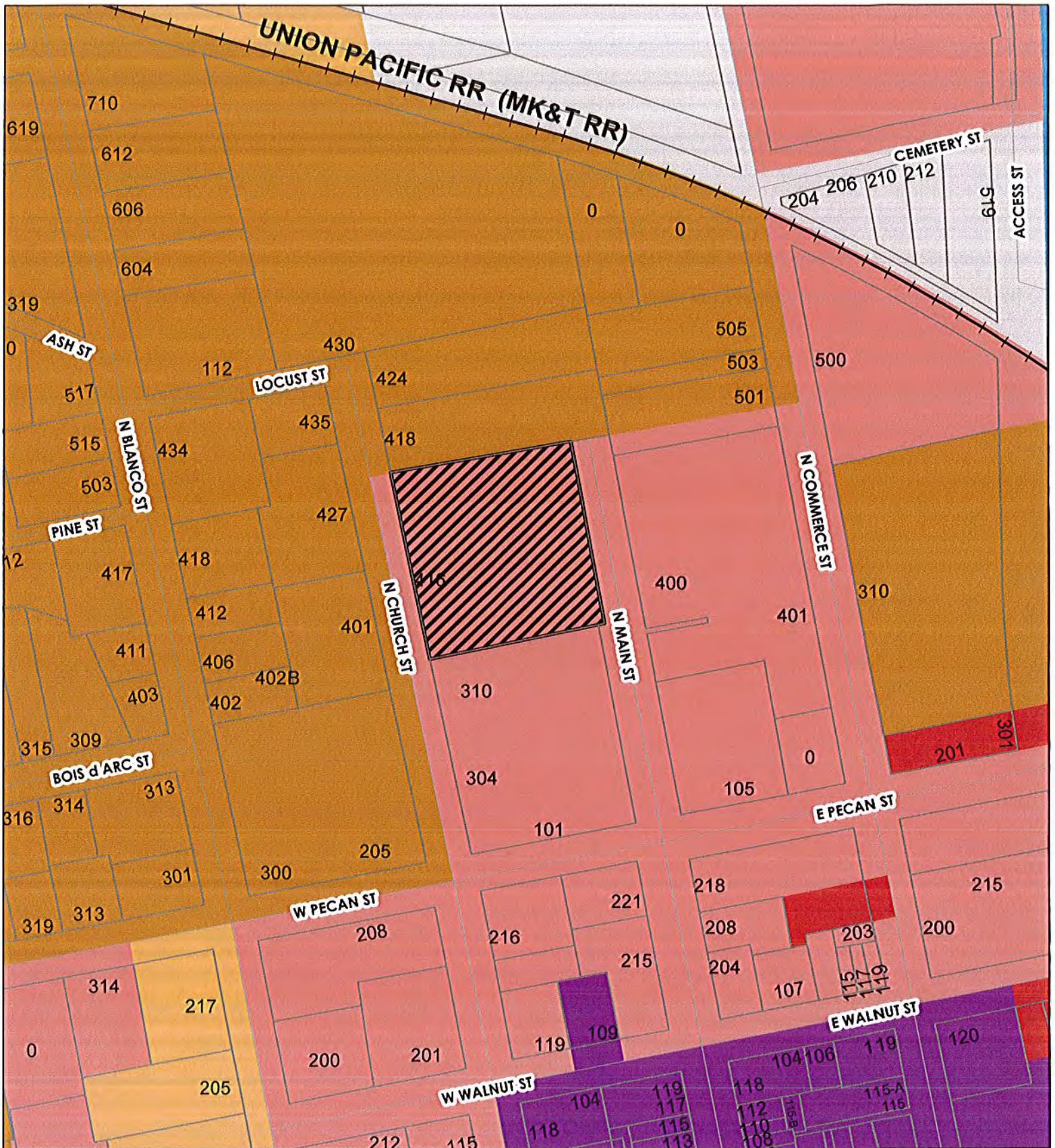
CMB TO PDD

416 N CHURCH ST



scale 1" = 200'

- SUBJECT PROPERTY
- ZONING BOUNDARY
- 200 FT BUFFER



ZC-20-11

CMB TO PDD

416 N CHURCH ST

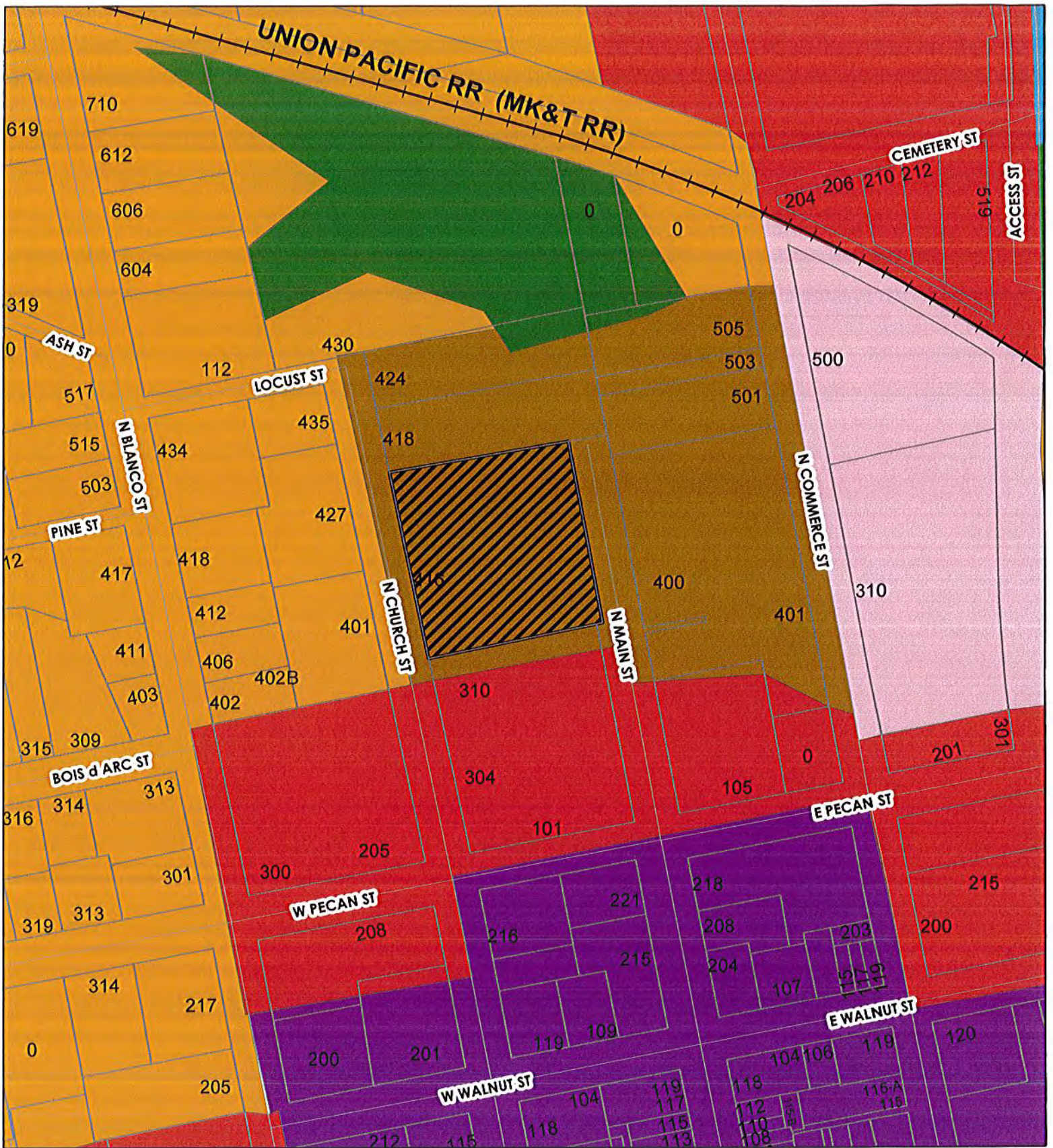


scale 1" = 200'

ZONING DISTRICTS

- COMMERCIAL CENTRAL BUSINESS
- COMMERCIAL HEAVY BUSINESS
- COMMERCIAL MEDIUM BUSINESS
- INDUSTRIAL LIGHT
- PUBLIC AND INSTITUTIONAL
- RESIDENTIAL HIGH DENSITY
- RESIDENTIAL MEDIUM DENSITY

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FUTURE LANDUSE

MAIN SPRINGS PDD

416 N CHURCH ST



scale 1" = 200'

- GENERAL-HEAVY COMMERCIAL
- LIGHT-MEDIUM COMMERCIAL
- MIXED RETAIL, OFFICE, RESIDENTIAL
- PARKS AND OPEN SPACE
- PUBLIC AND INSTITUTIONAL
- RESIDENTIAL, HIGH DENSITY
- RESIDENTIAL, MEDIUM DENSITY

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PLANNING DEPARTMENT REPORT

ZONING CHANGE

CASE SUMMARY

STAFF: Dan Gibson, City Planner CASE NUMBER: ZC-20-11
REPORT DATE: September 17, 2020 [Updated 9-29-20]
PLANNING & ZONING COMMISSION HEARING DATE: September 23, 2020
CITY COUNCIL HEARING DATE: October 8, 2020
REQUESTED CHANGE: CMB to PDD
STAFF RECOMMENDATION: **Approval**, with concurrent approval of the PDD development plan
PLANNING & ZONING COMMISSION RECOMMENDATION: **Approval**

BACKGROUND DATA

APPLICANT(S): Laura Toups
OWNER(S): PHX15, LLC
SITE LOCATION: 416 North Church Street
LEGAL DESCRIPTION: Metes and bounds
SIZE OF PROPERTY: 1.778 acres
EXISTING USE OF PROPERTY: Vacant land
LAND USE PLAN DESIGNATION: High Density Residential

ANALYSIS OF ISSUES

REASON FOR REQUESTED CHANGE: The requested PDD zoning classification is intended to accommodate developments that have unusual characteristics that might require deviations from the normal zoning and/or subdivision standards. In return for such flexibility, the PDD requires more of an up-front commitment on the part of the developer in terms of the site layout, land uses, and amenities. Unlike conventional zoning classifications, which cannot have conditions attached, the PDD classification is subject to the conditions represented by the development plan. The development plan is adopted with the zoning change, and thereafter cannot be changed except through the normal rezoning process. The PDD development plan (PDD-20-02) and final plat (FP-20-04) were submitted with this zoning change application (no preliminary plat is required). The zoning change and PDD development plan must be considered concurrently, since the zoning is conditional upon the project being developed as depicted on the plan. In this case, the owner is proposing a mixed-use project consisting of eight vacation rental units in a total of four structures, a two-story commercial building, a two-story mixed-use building containing commercial on the first floor three apartments on the second floor, six townhome condominium units, and an open-air pavilion. Off-street parking is provided for the townhome condominiums via a private driveway extending between North Church Street and North Main Street. All other parking is proposed to be in the North Church Street right-of-way where the project will include widening the east side of the street to accommodate 90-degree on-street parking. The property is divided by an unnamed tributary of Town Branch Creek within a floodplain area that extends from the east side of the site. Both the pavilion and one of the commercial buildings extend into the floodplain but will be raised on columns such that their floors will be at least one-foot above the base flood elevation (100-year flood level). The base flood elevation will be determined by hydrologic modeling prior to issuance of floodplain development permits. The zoning ordinance requires that development in the floodplain be further authorized as a specific use, so an SUP application will be submitted for consideration by the Planning and Zoning Commission once the base flood elevation is known.

AREA CHARACTERISTICS:

	Existing Use	Zoning	Land Use Plan
North	Single-family residential	RHD	High Density Residential, Parks and Open Space
East	Vacant, Church	CMB	High Density Residential
South	Church festival site	CMB	General-Heavy Commercial
West	Single-family residential, Church (southwest)	RHD	Medium Density Residential

TRANSITION OF ZONING DISTRICTS: Because PDD is not a conventional zoning classification, the basis for comparison to other zoning districts would be the development plan, which in this case shows a combination of residential and commercial uses. That is generally a compatible combination for the area since residential zoning abuts the property on two sides, and commercial zoning abuts the property on the other two sides.

ADEQUACY OF INFRASTRUCTURE: A private drive will provide internal access between North Church Street and North Main Street. Adequate water and wastewater utility services are available from North Church Street, and a five-foot wide public sidewalk is to be constructed along the North Church Street frontage. Stormwater drainage will comply with City standards, although the precise method is yet to be determined.

POTENTIAL NEIGHBORHOOD IMPACT: The greatest impact will likely be traffic generated by the development, depending on the type of businesses occupying the commercial buildings. The low number of vacation rental units and townhouse condominium units will not generate excessive traffic. The development is proposed to be dark-sky compliant, so the impact of night lighting should not be an issue.

CONSISTENCY WITH COMPREHENSIVE PLAN: Because the subject site is in an area designated as high density residential on the Land Use Plan map, the commercial uses in the proposed planned development are not consistent. However, the residential uses that are shown on the PDD development plan are clustered, so that a large proportion of the property will remain as open space, and the overall effect will be less intense than if the site were developed to its fullest possible extent with high density residential types of land use.

ALTERNATIVE CLASSIFICATIONS: Due to the mixed-use concept of the proposed development, the reliance for much of the required parking to be in the street instead of on-site, and reduced building setbacks on the east and west sides, there is no conventional zoning district that will accommodate it. This is a good example of the proper use of the PDD zoning classification instead of a conventional classification.

RESPONSE TO NOTIFICATION: One letter of support and one letter of opposition are attached.

STAFF NOTE: The minimum size of an area to be zoned PDD is five acres. On June 1, 2020, the Zoning Board of Adjustment approved an application for a variance to allow a reduction in the minimum required site area to 1.778 acres. Therefore, it is eligible for the proposed rezoning from CMB to PDD.

Donna Blair and Tamara Carlisle
2120 Enterprises, LLC

September 14th, 2020

To whom it may concern:

We are the owners of 435 N Church St, which is located across the street from the proposed development. We have met with Winn Smith, reviewed the plans, and discussed the future multi-use development that he proposes to build. We support and appreciate the development group's initiative to bring progress and tourism to this community. We are especially in favor of incorporating trails and nature into their proposed plan.

Sincerely,
Donna Blair and Tamara Carlisle
512-657-1850

Dan Gibson

From: JANET CHRISTIAN <janetch@mac.com>
Sent: Wednesday, September 23, 2020 10:40 AM
To: Jeff Castleberry; Dan Gibson; Lew White
Subject: Please submit this at tonight's Planning and Zoning meeting

Dear members of the Lockhart Planning & Zoning Commission,

As owners of a building (containing two businesses) in the Central Business District, we would like to express a strong objection to any consideration that would allow a church in the CBD. Our building is within 300 feet of the proposed church location, which would directly, negatively affect the existing businesses occupying our building spaces.

A church can open anywhere in Lockhart and be successful. There is no need at all for a church to locate in the Central Business District. The CBD should be for businesses that focus on customer services, such as retail and food. A church will seriously damage the CBD's ability to support local businesses, especially restaurants or music venues, because of TABC Code 109.33, which prohibits the sale of alcoholic beverages within 300 feet of a church.

We are asking that you please do not approve this zoning request change.

Regards,
Janet Christian
Eric Marsh

Owners:
118 S Commerce Street
207 East Market Street

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 Laura Toups
DAY-TIME TELEPHONE 512.917.5796
E-MAIL ltoups@dunawayassociates.com

ADDRESS 5707 Southwest Pkwy
Bldg 2, Ste 250
Austin, TX 78735

OWNER NAME PHX15 LLC
DAY-TIME TELEPHONE 512.787.0383
E-MAIL ws@countywidere.com

ADDRESS 215 Bufkin Lane
Lockhart, TX 78644

PROPERTY

ADDRESS OR GENERAL LOCATION 416 N Church St

LEGAL DESCRIPTION (IF PLATTED) Metes & Bounds

SIZE 1.778 ACRE(S) LAND USE PLAN DESIGNATION Residential, High Density

EXISTING USE OF LAND AND/OR BUILDING(S) vacant

PROPOSED NEW USE, IF ANY commercial, mixed-use, vacation rentals, townhomes

REQUESTED CHANGE

FROM CURRENT ZONING CLASSIFICATION CMB

TO PROPOSED ZONING CLASSIFICATION PDD

REASON FOR REQUEST To allow the proposed development plan.

Variance to PDD minimum tract size granted by the Lockhart BOA on June 1, 2020.

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 \$ 185.56 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 *Laura L. Joyner*

DATE Sept. 1, 2020

OFFICE USE ONLY

ACCEPTED BY *Kevin Waller*

RECEIPT NUMBER *957773*

DATE SUBMITTED *8/31/2020*

CASE NUMBER ZC - *20* - *11*

DATE NOTICES MAILED *9-19-2020*

DATE NOTICE PUBLISHED *9-10-2020*

PLANNING AND ZONING COMMISSION MEETING DATE *9/23/2020*

PLANNING AND ZONING COMMISSION RECOMMENDATION *Approval*

CITY COUNCIL MEETING DATE *10-8-20*

DECISION _____



OWNER AUTHORIZATION LETTER

I/we hereby certify that I/we am/are the owner(s) of the above described property. I/we am/are respectfully requesting processing and approval of the above referenced permit(s) review. I/we hereby authorize the Applicant listed on this application to act on my/our behalf during the processing and presentation of this request. This shall be the principal contact with the City in processing this application.

PHX 15 LLC

Name/Company

DocuSigned by:

E0BEDE580C3E46A
Owner's Signature

8/21/2020

Date

Laura Toups

Agent's Name

Agent's Signature

8-21-2020

Date

CASE SUMMARY

STAFF CONTACT: Dan Gibson, City Planner

CASE NUMBER: PDD-20-02

REPORT DATE: September 17, 2020 [Updated 9-29-20]

PLANNING & ZONING COMMISSION DATE: September 23, 2020

CITY COUNCIL DATE: October 8, 2020

STAFF RECOMMENDATION: *Approval*

SUGGESTED CONDITIONS: None

PLANNING & ZONING COMMISSION RECOMMENDATION: *Approval*

BACKGROUND DATA

ENGINEER: Laura Toups (Dunaway Associates)

SURVEYOR: Hinkle Surveyor

OWNER: PHX15, LLC

SITE LOCATION: 416 North Church Street

SUBDIVISION NAME: Main Springs Planned Development

SIZE OF PROPERTY: 1.778 acres

NUMBER OF LOTS: One

EXISTING USE OF PROPERTY: Vacant

ZONING CLASSIFICATION: CMB proposed to be rezoned to PDD

ANALYSIS OF ISSUES

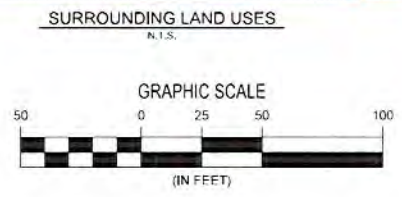
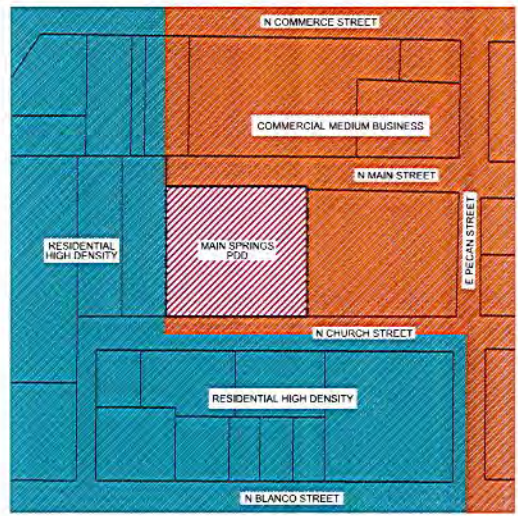
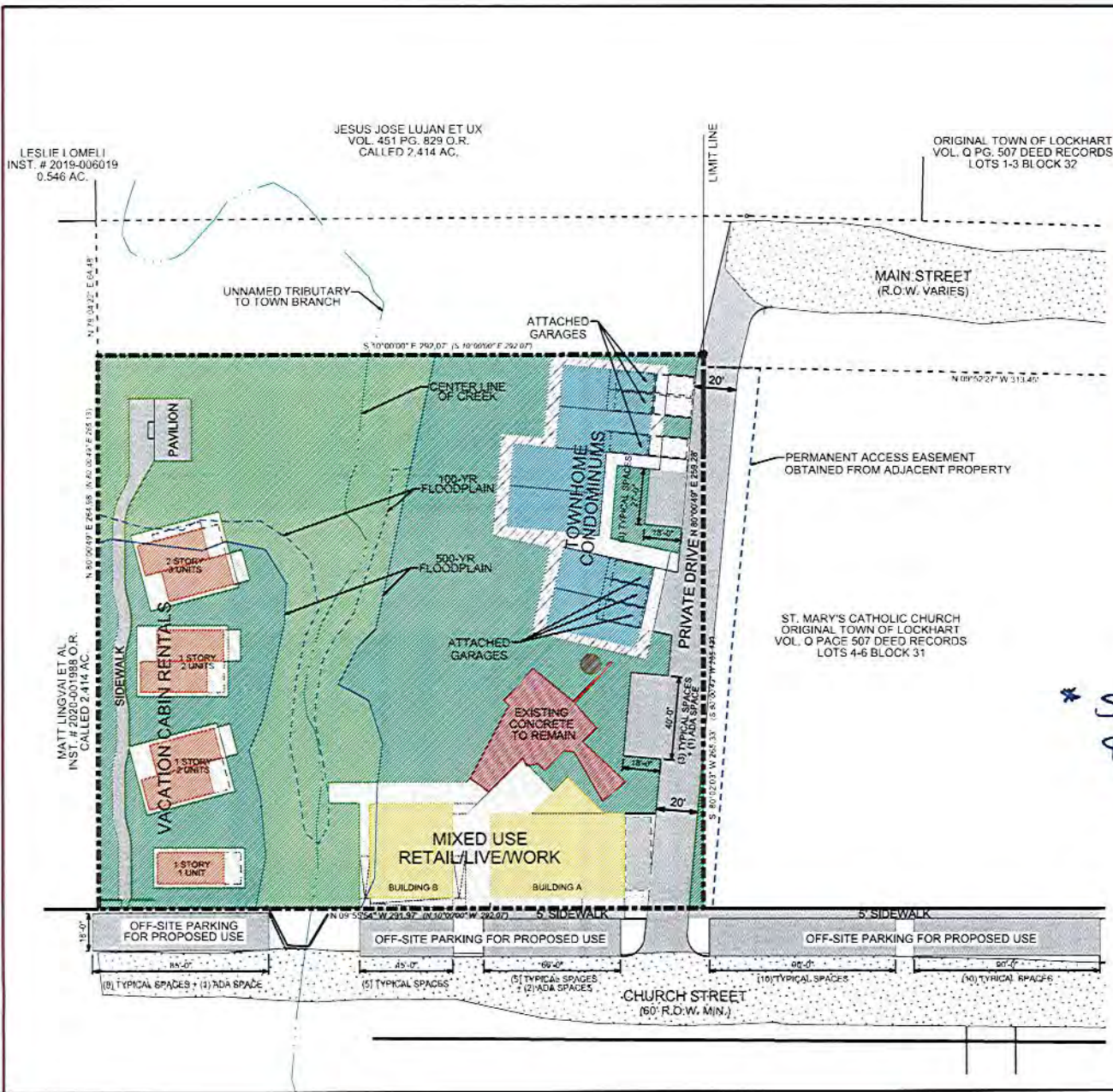
PROPOSED DEVELOPMENT: This plan accompanies Zoning Change request ZC-20-11 from CMB to PDD for the same property. Unlike conventional zoning classifications, which cannot have conditions attached, the PDD classification is subject to the conditions represented by the development plan. The development plan is adopted with the zoning change, and thereafter cannot be changed except through the normal rezoning process. The PDD zoning classification is intended to accommodate developments that have unusual characteristics that might require deviations from the normal zoning and/or subdivision standards. In return for such flexibility, the PDD requires more of an up-front commitment on the part of the developer in terms of the site layout, land uses, and amenities. The zoning change and PDD development plan must be considered concurrently, since the zoning is conditional upon the project being developed as depicted on the plan. In this case, the owner is proposing a mixed-use project consisting of eight vacation rental units in a total of four structures, a two-story commercial building, a two-story mixed-use building containing commercial on the first floor three apartments on the second floor, six townhome condominium units, and an open-air pavilion. Off-street parking is provided for the townhome condominiums via a private driveway extending between North Church Street and North Main Street. All other parking is proposed to be in the North Church Street right-of-way where the project will include widening the east side of the street to accommodate 90-degree on-street parking. The property is divided by an unnamed tributary of Town Branch Creek within a floodplain area that extends from the east side of the site. Although the 100-year floodplain is the primary basis for regulating structures and other encroachments, the 500-year floodplain is also shown on the development plan. Both the pavilion and one of the commercial buildings extend into the floodplain but will be raised on columns such that their floors will be at least one-foot above the base flood elevation (100-year flood level), as required by our floodplain ordinance. The base floodplain elevation will be determined by hydrologic modeling prior to issuance of floodplain development permits. The zoning ordinance requires that development in the floodplain be further authorized as a specific use, so an SUP application will be submitted for consideration by the Planning and Zoning Commission once the base flood elevation is known.

NEIGHBORHOOD COMPATIBILITY: The greatest impact will likely be traffic generated by the development, depending on the type of businesses occupying the commercial buildings. The low number of vacation rental units and townhouse condominium units will not generate excessive traffic. The development is proposed to be dark-sky compliant, so the impact of night lighting should not be an issue.

FORM AND CONTENT: There are no deficiencies.

COMPLIANCE WITH STANDARDS: The proposed development will include a five-foot wide public sidewalk along North Church Street, which is one-foot wider than the minimum required. There are several other deviations from normal ordinance standards. One is that there will be no public sidewalk along the North Main Street frontage because there is no actual street in that segment of the right-of-way where the street terminates in a dead end. A concurrent subdivision variance was requested as part of the final plat application, which has been approved by the Planning and Zoning Commission. In addition, much of the required parking is being provided in the North Church Street right-of-way instead of on the private property. Lastly, zero building setbacks are proposed along the east and west boundaries of the property instead of the setbacks normally required by the conventional zoning districts (roof eaves or awnings will not be allowed to extend across any property line). As allowed by the subdivision regulations, a fee will be paid in lieu of dedicating parkland for the apartment and townhome condominium land use elements of the development.

ADDITIONAL REQUIREMENTS: None.



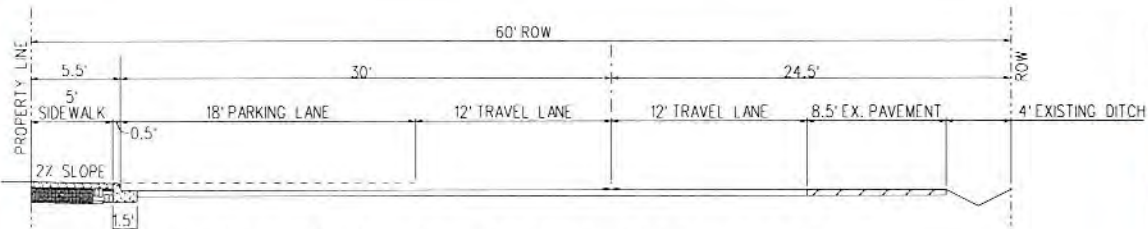
NOTE:
100-YR AND 500-YR FLOODPLAIN PER FEMA PANEL #48055C0120F
EFFECTIVE DATE JUNE 19, 2012.

* Scale when reduced to
8.5" x 11" =
Approx. 1" = 80'



REV. BY	DATE	REVISION DESCRIPTION
COUNTYWIDE BUILDINGS 416 CHURCH ST. LOCKHART, TEXAS MAIN SPRINGS PLANNED DEVELOPMENT POD DEVELOPMENT PLAN		
 TX Registered Engineering Firm #1114 5707 SOUTHWEST PARKWAY BUILDING 2, SUITE 250 PHOENIX, AZ 85027 PHONE: 512-230-8252		
01/30/2020		
DUNAWAY JOB NO. 18006350.001		
SHEET NO. 1 OF 3		

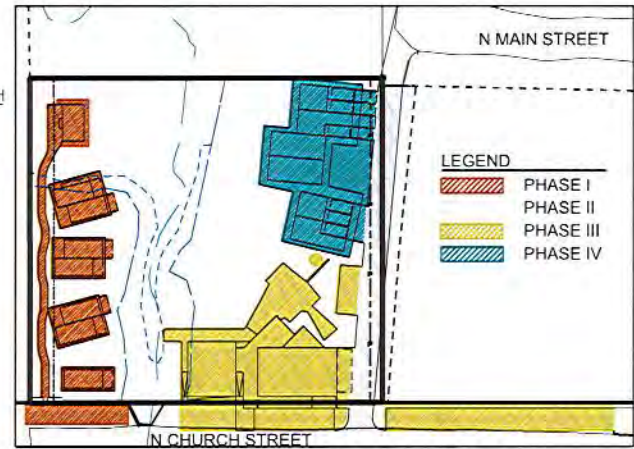
155



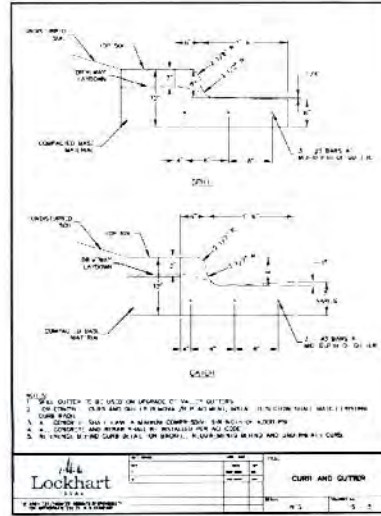
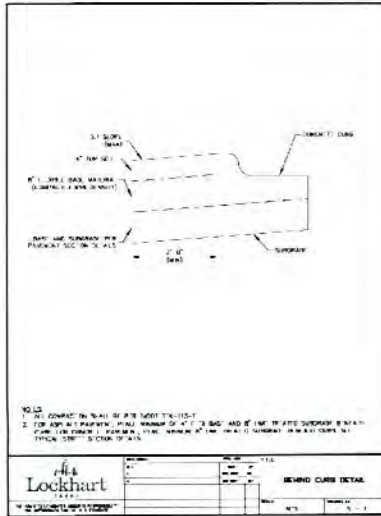
PROPOSED CHURCH STREET CROSS SECTION
N.T.S.

SITE, BUILDING AND PARKING INFORMATION

Use	Building Gross Area	Max. Height Allowed	Parking Calculation	ADA Spaces Required	Parking Required	On-Street Parking Provided	Off-Street Parking Provided
Site Area=1.778 acres							
Vacation Cabin Rentals	Vacation Rental	3 Units	550/unit = 5200 s.f.	2 Story	1 space/unit	1	8
	Vacation Rental Accessory Use	1 Covered pavilion	570 s.f.	1 story	NA		9
Townhome Condominiums	Residential	6 Units	2000/unit = 12,000 s.f.	2 Story	2 spaces/unit		12
Mixed Use - Building A	Commercial/Retail		2920 s.f.	2 Story	1 space/300 s.f. + 1/shift	1	14
	Apartment	3 Units - Level 2	1000/unit = 3000 s.f.		2 spaces/unit	1	6
Mixed Use - Building B	Commercial/Retail		2700 s.f.	2 story	1 space/300 s.f. + 1/shift	1	13
	TOTAL					4	53
Total parking spaces provided incl ADA					57	41	16



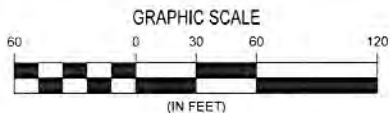
MAIN SPRINGS PHASES
N.T.S.



REVISION DESCRIPTION	
NO.	DATE
COUNTYWIDE BUILDERS 416 CHURCH ST. LOCKHART, TEXAS MAIN SPRINGS PLANNED DEVELOPMENT PDD DEVELOPMENT PLAN	
DUNAWAY Registered Engineering Firm - No. 114 3007 SOUTHWEST PARKWAY BUSTLING, TEXAS 78718 PHONE: 512-236-8252	
09/30/2020	
DUNAWAY JOB NO. 0006350/001	
SHEET NO. 2 OF 3	

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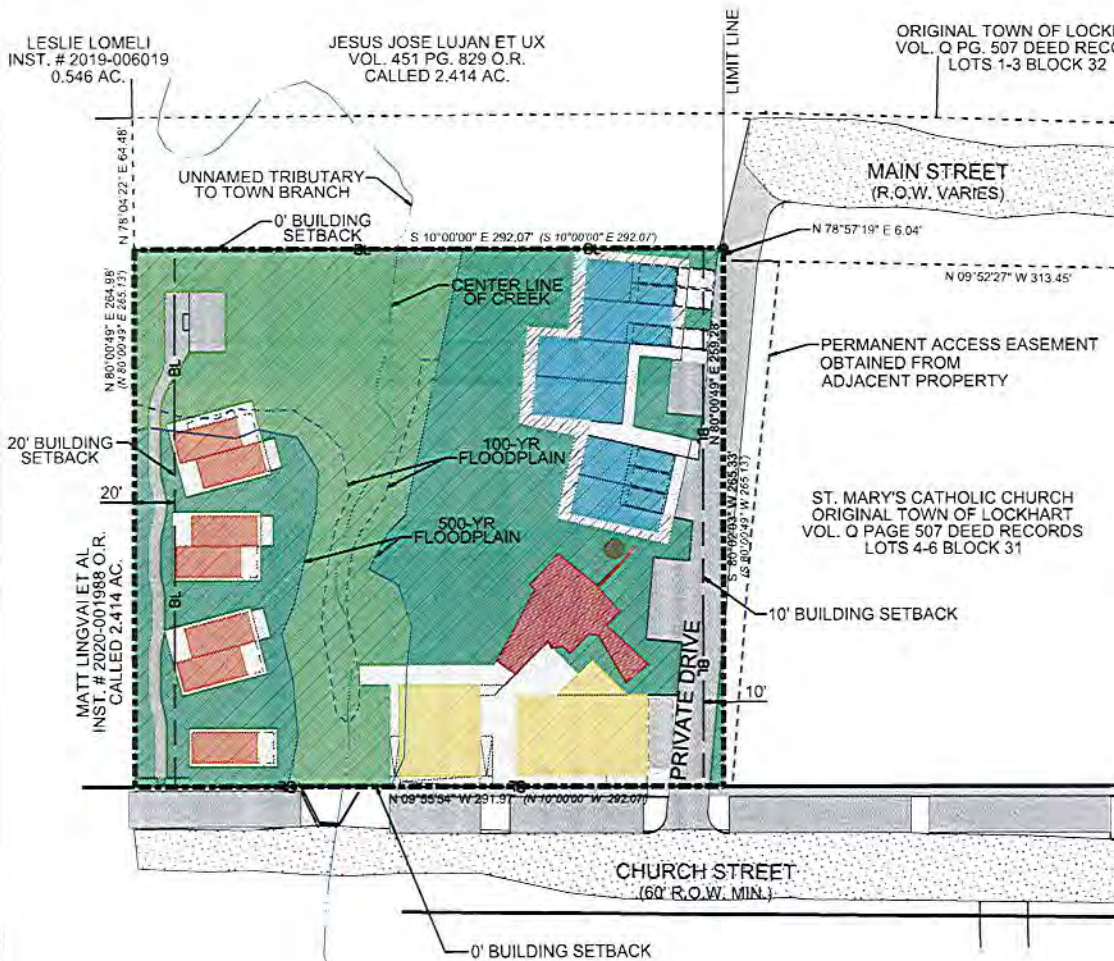
BUILDING SETBACK



LESLIE LOMELI
INST. # 2019-006019
0.546 AC.

JESUS JOSE LUJAN ET UX
VOL. 451 PG. 829 O.R.
CALLED 2.414 AC.

ORIGINAL TOWN OF LOCKHART
VOL. 0 PG. 507 DEED RECORDS
LOTS 1-3 BLOCK 32



ACCESSORY USE: A use which is wholly incidental to and supportive of the principal use of the same lot.

TOWNHOME CONDOMINIUMS: A residential development type which provides for five or more dwelling units generally separated by common walls within a single structure. Some areas and yards may be commonly owned.

VACATION CABIN RENTALS: A development type which provides for 2-3 dwelling units within a single principal structure.

MIXED USE: Development type which provides for residential, office, retail and commercial use in a single structure.

BUILDING SETBACK LINE: Roof overhangs or awnings are allowed to project into the minimum building setback, but in no case shall be allowed to extend beyond the property line.

DEVELOPMENT STANDARDS

- This project shall be developed and permitted in phases. Proposed Phases I, II, III and IV are shown on the Main Springs PDD phasing exhibit.
- Allowed development within the 100-year flood plain shall consist of trails, open space, picnic facilities and pavilion built to comply with floodplain regulations as defined by *Chapter 22 Floods of the City of Lockhart Code of Ordinances*.
- All finished floor elevations shall be a minimum of one foot above the 100-year storm elevation as defined by Atlas 14.
- All structures shall be designed to conform with *Chapter 22-Floods of the City of Lockhart Code of Ordinances and Article II- Stormwater Drainage and Flood Control*.
- Vegetative screening shall be provided along the north property line where the project is adjacent to residential use. Screening shall comply with Section 64-197(f)(2) of City of Lockhart Municipal Code.
- Signage shall comply with *Chapter 46 Signs of the City of Lockhart Code of Ordinances*.
- Private driveway shall be maintained by developer.
- Off-street parking shall be designed and permitted through City of Lockhart at the time of Phase I and Phase III permitting. Required parking as defined by this PDD shall be constructed with each phase.
- Construction of improvements in the Right-of-Way is the responsibility of the developer. After acceptance by the City of Lockhart, maintenance shall be the responsibility of the city of Lockhart.
- All proposed outdoor lighting shall be dark-sky compliant.
- Project shall comply with City of Lockhart Code Chapter 64-203 Nonresidential Appearance Standards.
- Building setback lines shall comply as shown on PDD. Front setback = 0 feet, Rear setback = 0 feet, Side(south) setback = 10 feet, Side(north) setback = 20'.
- Sidewalk along Church Street will be permitted and constructed with each phase to provide for phased on-street parking. Refer to PDD sheet 2 for Phases of uses and on-street parking.



REV.	DATE	REVISION DESCRIPTION



COUNTYWIDE BUILDERS
416 CHURCH ST., LOCKHART, TEXAS
MAIN SPRINGS PLANNED DEVELOPMENT
PDD DEVELOPMENT PLAN

DUNAWAY
A Professional Engineering Firm, PLLC
4300 NORTH SHILOH PARKWAY
AUSTIN, TEXAS 78758
PHONE: 512-306-8282

9/30/2020
DUNAWAY JOB NO.: 8008350501
SHEET NO. 3 OF 3

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PDD DEVELOPMENT PLAN APPLICATION

CITY OF

Lockhart

TEXAS

(512) 398-3461 • FAX (512) 398-3833

P.O. Box 239 • Lockhart, Texas 78644

ADDRESS 308 West San Antonio Street

APPLICANT/OWNER

APPLICANT NAME Laura Toups

DAY-TIME TELEPHONE 512.917.5796

E-MAIL ltoups@dunawayassociates.com

5707 SW Pkwy, Bldg2, Ste 250

Austin, TX 78735

OWNER NAME PHX15

DAY-TIME TELEPHONE 512.787.0383

E-MAIL ws@countywidere.com

ADDRESS 215 Bufkin Lane

Lockhart, TX 78644

PROPERTY

ADDRESS OR GENERAL LOCATION 416 Church St

LEGAL DESCRIPTION (IF PLATTED) Metes & Bounds

PROPOSED SUBDIVISION NAME, IF NOT PLATTED Main Springs PDD

SIZE 1.778 ACRE(S) ZONING CLASSIFICATION CMB

EXISTING USE OF LAND AND BUILDINGS Vacant

PROPOSED DEVELOPMENT

PROPOSED USE OF LAND AND BUILDINGS Commercial, Mixed-Use, Vacation rentals, Apartments, Townhomes

NUMBER OF LOTS 1 TOTAL NUMBER OF DWELLING UNITS, IF ANY 9

RESIDENTIAL DENSITY NA UNITS/ACRE

TOTAL LAND AREA ALLOCATED TO RESIDENTIAL USE, IF ANY ^{8400 s.f./19 ac.} ACRE(S)

TOTAL LAND AREA ALLOCATED TO NON-RESIDENTIAL USE, IF ANY 1.588 ACRE(S)

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.

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

PROPOSED DECLARATION OF COVENANTS AND RESTRICTIONS ESTABLISHING AND GOVERNING ANY LEGAL ENTITY THAT MAY BE REQUIRED TO OWN, OPERATE, AND/OR MAINTAIN PRIVATE STREETS, UTILITIES, OR OTHER FACILITIES PROVIDED FOR THE COMMON USE OF ALL PROPERTY OWNERS.

PROPOSED WRITTEN AGREEMENT BETWEEN THE CITY AND THE LEGAL ENTITY TO BE RESPONSIBLE FOR THE OWNERSHIP AND MAINTENANCE OF PRIVATE STREETS AND ALLEYS, PERMITTING ACCESS AND USE WITHOUT LIABILITY BY CITY VEHICLES AND PERSONNEL ON OFFICIAL BUSINESS.

PDD DEVELOPMENT PLAN, AS FOLLOWS, INDICATING THE SCALE AND NORTH ARROW, PROPOSED USE(S) OF ALL PARTS OF THE DEVELOPMENT, BOUNDARIES OF PROPOSED PHASES, IF ANY, AND CONTAINING THE INFORMATION REQUIRED IN SECTION 64-166(b).

Four copies for initial staff review.

Ten copies after initial staff review.

One mylar reproducible (two if applicant wants to keep one), plus two copies, of approved PDD Development Plan.

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 Laura L. Joyner

DATE Sept. 1, 2020

OFFICE USE ONLY

ACCEPTED BY Kevin Waller *Application Deemed Complete 9/3/2020* DATE SUBMITTED 8/31/2020

ZONING CASE NUMBER ZC - 20 - 11 PLAN CASE NUMBER PDD - 20 - 02

PLANNING AND ZONING COMMISSION MEETING DATE 9/23/2020

DECISION Approval

CONDITIONS _____



OWNER AUTHORIZATION LETTER

I/we hereby certify that I/we am/are the owner(s) of the above described property. I/we am/are respectfully requesting processing and approval of the above referenced permit(s) review. I/we hereby authorize the Applicant listed on this application to act on my/our behalf during the processing and presentation of this request. This shall be the principal contact with the City in processing this application.

PHX 15 LLC

Name/Company

DocuSigned by:

EDBEDE5BDC5E48A

Owner's Signature

8/21/2020

Date

Laura Toups

Agent's Name

Agent's Signature

8-21-2020

Date

SPECIAL MEETING
LOCKHART CITY COUNCIL

AUGUST 31, 2020

6:00 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
Miles Smith, Public Information Officer
Pam Larison, Finance Director

Connie Constancio, City Secretary
Julie Bowermon, Civil Service/HR Director
Sean Kelley, Public Works Director

Citizens/Visitors Addressing the Council attending virtually: Nancy Berkeley and Angele Yazbec of Evergreen Solutions.

ITEM 1. CALL TO ORDER.

Mayor Lew White called the meeting to order at 6:00 p.m.

ITEM 2-A. DISCUSSION AND/OR ACTION REGARDING THE 2020 CITY OF LOCKHART CLASSIFICATION AND COMPENSATION STUDY CONDUCTED BY EVERGREEN SOLUTIONS.

Nancy Berkley and Angele Yazbec of Evergreen Solutions provided information and there was discussion regarding the Classification and Compensation Study for the City of Lockhart, Texas.

ITEM 2-B. DISCUSSION REGARDING THE CITY MANAGER’S FISCAL YEAR 2020-2021 PROPOSED BUDGET.

Ms. Larison provided information and there as discussion regarding the City Manager’s proposed Fiscal Year 2020-2021 budget.

CONSENSUS: After discussion, the consensus of the Council was to include the following in the proposed Fiscal Year 2020-2021 budget:

- Expenditures using the Fund Balance as one-time expenses:
 - Additional street funding.
 - Fire apparatus.
 - Clark building renovations.
 - Water feature at City Park.
 - City Pool filters and additional plumbing maintenance.

- Expenditures - Fiscal Year 2020-2021 budget:
 - Implement the full cost of compensation salaries.
 - Additional street resurfacing.
 - 3% wage increase for non-civil service employees.
 - Fleet/vehicle leasing.
 - Citywide phone system.
 - City pool repairs up to \$63,500.
 - Wi-fi Downtown - up to \$28,000.

- Expenditures - CARES Act funds:
 - Purchase Kiosk for utility payments.
 - Consider audio/video improvements for Council meetings.

ITEM 3. 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 8:47 p.m.

PASSED and APPROVED this the 8th day of October 2020.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

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**LOCKHART CITY COUNCIL
REGULAR MEETING**

SEPTEMBER 1, 2020

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
Miles Smith, Public Information Officer
Pam Larison, Finance Director
Randy Jenkins, Fire Chief
Will Trevino, Assistant City Attorney

Connie Constancio, City Secretary
Julie Bowermon, Civil Service/HR Director
Sean Kelley, Public Works Director
Shane Mondin, Building Official

Citizens/Visitors Addressing the Council: Beverly Haug of the Lockhart Housing Authority.

PRESENTATION ONLY

**A. PRESENTATION OF A PROCLAMATION DECLARING SEPTEMBER 2020 AS
NATIONAL PREPAREDNESS MONTH.**

Mayor White presented the proclamation to Fire Chief Randy Jenkins.

DISCUSSION ONLY

A. DISCUSS MINUTES OF THE CITY COUNCIL MEETING OF AUGUST 18, 2020.

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

**B. DISCUSS GRANTING BLUEBONNET ELECTRIC COOPERATIVE A 30-FOOT WIDE
UTILITY EASEMENT ON THE CITY OF LOCKHART'S 1.916 ACRE TRACT OF LAND
LOCATED AT THE INTERSECTION OF CESAR CHAVEZ PARKWAY AND SILENT
VALLEY ROAD.**

Mr. Kelley stated that the new 500,000 gallon elevated water storage tank located on the northwest side of town is near completion. This project requires a 200-amp single phase electrical connection to power the elevated water tower. Since this project is located outside of the City of Lockhart's electrical service area, Bluebonnet Electric Cooperative must provide the service to the tower. Each time Bluebonnet Electric Cooperative runs an electrical line onto private property, they require the completion of an easement document before the work order for the service can be issued. The easement will be 15 feet each side of the centerline of the new utility pole for a total of 30 feet in width. The easement grants the utility provider permission to place, replace and maintain their utility on private property. Easements granted on City owned property require City Council approval. Mr. Kelley recommended approval to enable utilities to be connected to the new elevated water tank. There was discussion.

C. DISCUSS INTERLOCAL AGREEMENT BETWEEN THE CITY OF LOCKHART AND CALDWELL COUNTY FOR THE PERMITTING AND INSPECTION OF ON-SITE SEWAGE FACILITIES LOCATED WITHIN THE CITY OF LOCKHART WHERE CITY SEWER IS UNAVAILABLE.

Mr. Mondin stated that the City of Lockhart has a few areas within the city limits where city sewer is unavailable. The City of Lockhart and Caldwell County have had a verbal agreement for many years that the County will permit and inspect on-site sewage facilities within the areas that city sewer is unavailable. The City and County want to enter an interlocal agreement regarding the permitting and inspection of on-site sewage facilities within these areas. There was brief discussion. Mr. Mondin recommended approval.

D. DISCUSS ORDINANCE 2020-18 CHANGING THE NAME OF ROBERT E. LEE STREET TO RED TAIL LANE.

Mayor White stated that the discussion was held during the August 18 Council meeting, and directed staff to prepare an ordinance for consideration.

E. DISCUSS SELECTION OF ONE CANDIDATE FOR THE TEXAS MUNICIPAL LEAGUE HEALTH BENEFITS POOL (TMLHBP) 2020 BOARD OF TRUSTEES.

Mayor White stated that Tad Cleaves is on the ballot and is interested on serving on TMLHBP Board of Trustees. There was discussion regarding good references received for Jeff Looney. Mayor White stated that the motion would be made during the regular session.

F. DISCUSS SELECTION OF FOUR CANDIDATES FOR THE TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL (TMLIRP) BOARD OF TRUSTEES.

Mayor White stated that it was recommended that the Council consider voting on the incumbent members.

G. DISCUSS RESOLUTION 2020-20 RENEWING AND ADOPTING A REQUIREMENT THAT COMMERCIAL ESTABLISHMENTS IN THE CITY POST A NOTICE THAT FACIAL COVERINGS ARE REQUIRED OF PERSONS ENTERING SUCH ESTABLISHMENTS, AND ADDRESSING OTHER MATTERS RELATED TO COVID-19, IF NECESSARY.

Mayor White stated that he has received several calls from concerned citizens about store employees not wearing face coverings or businesses not requiring face coverings of their customers. There was discussion regarding the City establishing the facial covering requirement in the public in areas where they cannot socially distance.

RECESS: Mayor White announced that the Council would recess for a break at 7:15 p.m.

REGULAR MEETING

ITEM 1. CALL TO ORDER.

Mayor Lew White called the meeting to order at 7:30 p.m.

ITEM 2. INVOCATION, PLEDGE OF ALLEGIANCE.

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

ITEM 3. PUBLIC COMMENT.

Mayor White requested citizens to address the Council. There were none.

ITEM 4. HOLD A PUBLIC HEARING AND DISCUSSION REGARDING THE CITY OF LOCKHART AND LOCKHART ECONOMIC DEVELOPMENT CORPORATION FISCAL YEAR 2020-2021 BUDGETS.

Mayor White opened the public hearing at 7:32 p.m.

Ms. Larison stated that the City Charter requires that the City Council hold a public hearing for the Fiscal Year 2020-2021 City of Lockhart budget. Notices of public hearings for the City of Lockhart and the Lockhart Economic Development Corporation Fiscal Year 2020-2021 budgets were published in the Lockhart Post-Register on August 13, 2020 and August 24, 2020. Ms. Larison asked if the Council would like to review or discuss any budget allocations or deletions from the City Manager's Fiscal Year 2020-2021 proposed budget.

There was discussion regarding budget allocations as discussed during the August 31, 2020 meeting.

Mayor White requested citizens to address the Council in favor of or against the proposed budgets. There were none. He closed the public hearing at 7:40 p.m.

Mayor White announced that consideration of adoption of the budget and tax rate will be held during the September 15, 2020 Council meeting at 7:30 p.m. in the Council Chambers-Clark Library, 217 South Main Street, 3rd Floor, Lockhart, Texas.

ITEM 5. CONSENT AGENDA.

Mayor Pro-Tem Sanchez made a motion to approve consent agenda items 5A, 5B, 5C, and 5D. Councilmember McGregor seconded. The motion passed by a vote of 7-0.

5A: Approve minutes of the City Council meeting of August 18, 2020.

5B: Approve granting Bluebonnet Electric Cooperative a 30-foot wide utility easement on the City of Lockhart's 1.916 acre tract of land located at the intersection of Cesar Chavez Parkway and Silent Valley Road.

5C: Approve Interlocal Agreement between the City of Lockhart and Caldwell County for the permitting and inspection of on-site sewage facilities located within the City of Lockhart where city sewer is unavailable.

5D: Approve Ordinance 2020-18 changing the name of Robert E. Lee Street to Red Tail Lane.

ITEM 6-A. DISCUSSION AND/OR ACTION TO CONSIDER SELECTION OF ONE CANDIDATE FOR THE TEXAS MUNICIPAL LEAGUE HEALTH BENEFITS POOL 2020 BOARD OF TRUSTEES.

Mayor White made a motion to select Jeff Looney of Granite Shoals on the ballot. Councilmember Michelson seconded. The motion passed by a vote of 7-0.

ITEM 6-B. DISCUSSION AND/OR ACTION TO CONSIDER SELECTION OF FOUR CANDIDATES FOR THE TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL BOARD OF TRUSTEES.

Mayor White made a motion select the following on the ballot: Place 1: Robert T. Herrera; Place 2: John W. (Buzz) Fullen; Place 3: Jeffrey Snyder; and, Place 4: Robert S. Hauck. Councilmember McGregor seconded. The motion passed by a vote of 7-0.

ITEM 6-C. DISCUSSION AND/OR ACTION TO CONSIDER RESOLUTION 2020-20 RENEWING AND ADOPTING A REQUIREMENT THAT COMMERCIAL ESTABLISHMENTS IN THE CITY POST A NOTICE THAT FACIAL COVERINGS ARE REQUIRED OF PERSONS ENTERING SUCH ESTABLISHMENTS, AND ADDRESSING OTHER MATTERS RELATED TO COVID-19, IF NECESSARY.

Mayor Pro-Tem Sanchez made a motion to approve Resolution 2020-20 renewing and adopting a requirement that commercial establishments in the city post a notice that facial coverings are required of persons entering such establishments. Councilmember Bryant seconded. The motion passed by a vote of 7-0

ITEM 6-D. DISCUSSION AND/OR ACTION REGARDING APPOINTMENTS TO VARIOUS BOARDS, COMMISSIONS OR COMMITTEES. THERE WERE NONE.

Mayor White requested appointments to boards or commissions. There were none.

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

- Update regarding Storywalk at City Park.
- Update regarding 2020 Census.
- Judge Sojak began at Municipal Court on August 3 with an afternoon schedule, and trained with Judge Molina on magistrate duty. The Judge's first pretrial hearings since COVID-19 will begin on September 21st.
- Bids advertised for the 2020 Community Development Block Grant Project. This water project will be located behind the water treatment plant and will extend a 18" water transmission main to South Commerce Street.
- Two project bids will close on September 3rd: Phase II of the Town Branch Trail and the sidewalk extension on South Colorado Street from SouthPark Village Apartments to the traffic signal at Walmart.
- GBRA received bids for rehabilitation of Wells No. 3 and No.10. Projects are within budget and will begin construction in late 2020.
- HEB Grocery will be presenting a donation to the Lockhart Animal Shelter during their re-grand opening ceremony on September 2nd at 11:30 a.m.
- Update on LCRA's planned 2022 transmission line improvement from the Clear Fork Substation to the Lockhart Substation on F.M. 20.
- Caldwell County officials to brief Lockhart City Council on September 15th regarding a grant opportunity for an Evacuation Multi-Use Facility for emergency or disaster incidents and special events.
- Update on a Condition and Feasibility Study for Fire Station No. 1.

ITEM 8. COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST.

Councilmember Mendoza expressed condolences to the Garcia family for their loss. He thanked staff for their work on the Compensation study.

Mayor Pro-Tem Sanchez expressed condolences to the families of Santos Garcia, Jr., Guadalupe Castillo, Ruben Gonzales, Evelio Mendoza for their loss. She thanked city staff for their work on the Compensation study and the budget.

Councilmember McGregor encouraged everyone to stay safe during the Labor Day holiday and during the First Friday events.

Councilmember Bryant encouraged everyone to stay safe. He congratulated the Lockhart School staff and students for going back at school safely.

Councilmember Michelson thanked staff for their work on the budget. He encouraged everyone to continue to wear face coverings.

Mayor White thanked staff for their work on the budget. He encouraged everyone to stay safe.

ITEM 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; SETTLEMENT OFFER; OR LEGAL MATTERS SUBJECT TO ATTORNEY/CLIENT PRIVILEGE. Discussion with City Attorney to receive legal advice regarding the Lockhart Housing Authority structures.

Mayor White announced that the Council would enter Executive Session at 7:57 p.m.

ITEM 10. OPEN SESSION. Discussion and/or action regarding the Lockhart Housing Authority structures.

Mayor White announced that the Council would enter Open Session at 8:47 p.m.

Mayor White requested Beverly Haug of the Lockhart Housing Authority (LHA) to address the Council.

Beverly Haug of the Lockhart Housing Authority requested an extension of demolishing the ten vacant LHA structures on Birch Street. She stated that she would like to sell the property as is and use the funds towards upgrades to the existing residential units. She stated that she would need to seek approval from the US Department of Housing and Urban Development (HUD) to change the application from demolition to disposition to allow the vacant structures to be sold.

Mayor White stated that prior to considering an extension to the LHA, he requested that Ms. Haug provide the HUD documents to the City Attorney to review.

Councilmember McGregor made a motion to take no action and to authorize the City Attorney to meet with the Lockhart Housing Authority to pursue information to base a decision whether to grant an extension during the September 15, 2020 Council meeting. Mayor Pro-Tem Sanchez seconded. The motion passed by a vote of 7-0.

ITEM 11. 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 8:55 p.m.

PASSED and APPROVED this the 8th day of October 2020.

CITY OF LOCKHART

ATTEST:

Lew White, Mayor

Connie Constancio, TRMC, City Secretary

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION: Discussion and/or action to consider Interlocal Cooperation Agreement between the Lockhart Independent School District and the City of Lockhart for a School Resource Officer during the 2020-2021 school year.

ORIGINATING DEPARTMENT AND CONTACT:

ACTION REQUESTED:

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

BACKGROUND/SUMMARY/DISCUSSION: The Interlocal agreement between the Lockhart Independent School District ("Lockhart ISD") and the City of Lockhart is to provide two School Resource Officers (SRO) for the school year 2020-2021. The purpose of this agreement is to set forth guidelines to ensure that Lockhart Police Department and Lockhart ISD have a shared understanding of the role and responsibility of each in maintaining safe schools, improving climate, and supporting educational opportunities for all students. One officer will be assigned to the Junior High School and one officer will be assigned to the High School.

PROJECT SCHEDULE (if applicable): N/A

AMOUNT & SOURCE OF FUNDING: Finance Review initials _____

Funds Required: Reference Sections 6.2, 6.4, and Exhibit A

Account Number:

Funds Available:

Account Name:

FISCAL NOTE (if applicable): N/A

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: N/A

STAFF RECOMMENDATION/REQUESTED MOTION: City Manager and Police Chief recommend approval of the Interlocal Agreement.

LIST OF SUPPORTING DOCUMENTS: Copy of the Interlocal Cooperation Agreement between Lockhart Independent School District and the City of Lockhart.

Department Head initials:

EP

City Manager's Review:

[Signature]

**INTERLOCAL COOPERATION AGREEMENT
BETWEEN
LOCKHART INDEPENDENT SCHOOL DISTRICT and the CITY OF LOCKHART**

This Interlocal Cooperation Agreement (“Agreement”) is made and entered into by and between Lockhart Independent School District (“Lockhart ISD”), a political subdivision acting through its Board of Trustees, and the City of Lockhart (hereinafter referred to as “the City”). Collectively, Lockhart ISD and the City may be referred to as the “Parties.”

PREMISES

WHEREAS, Chapter 791 of the Texas Government Code, as amended, entitled Interlocal Cooperation Contracts, authorizes contracts between political subdivisions for the performance of governmental functions and services;

WHEREAS, Lockhart ISD is a public school district with campuses located within the jurisdictional boundaries of the City where the City presently provides law enforcement services;

WHEREAS, Lockhart ISD and the City each find that contracting for and with respect to the governmental services described herein will result in increased efficiency, economy, and enhanced public safety for the constituents of both Lockhart ISD and the City;

WHEREAS, Lockhart ISD and the City warrant that both possess adequate legal authority to enter into this Interlocal Agreement and their respective governing bodies have authorized each signatory official to enter into this Agreement and bind the local governments to the terms of this Agreement and any subsequent amendments hereto;

NOW THEREFORE, in consideration of the mutual covenants and agreements of the Parties, it is agreed as follows:

**Article 1 LEGAL AUTHORITY AND
PURPOSE**

- 1.1 The legal authority for the City of Lockhart and the Lockhart Independent School District to enter into this agreement is the Texas Interlocal Cooperation Act, Chapter 791 of the Texas Government Code. The purpose, terms, rights, and duties of the parties are stated below.
- 1.2 The purpose of this Agreement is to set forth guidelines to ensure that Lockhart Police Department (“LPD”) and Lockhart ISD have a shared understanding of the role and responsibility of each in maintaining safe schools, improving climate, and supporting educational opportunities for all students.
- 1.3 The mission of the SRO program is to place a community law enforcement officer in the Lockhart ISD campuses to build working relationships with schools, students, and parents; to address on-site security; to maintain safe schools; to serve as a positive role-model for student a

and to provide a direct link with the LPD.

Article 2 SRO PROGRAM
STRUCTURE

- 2.1 Under this framework, the SROs are first and foremost law enforcement officers for the City of Lockhart. The SROs shall be responsible for carrying out all duties and responsibilities of a law enforcement officer and shall remain at all times under the control, through the chain of command, of the Lockhart Police Department (the LPD). School officials should ensure that non-criminal student disciplinary matters remain the responsibility of school staff and not the SROs. Enforcement of the Student Code of Conduct is the responsibility of teachers and administrators. The SROs shall refrain from being involved in the enforcement of disciplinary rules that do not constitute violations of law, except to support staff in maintaining a safe school environment.
- 2.2 Although the SROs have been placed in a formal educational environment, the SROs retain official duties of law enforcement officers. The SROs shall intervene when it is necessary to prevent any criminal act or maintain a safe school environment. Citations shall be issued and arrests made when appropriate and in accordance with Texas law and LPD policy. The SROs or the LPD will have the final decision on whether criminal charges shall be filed. The LPD reserves the right to temporarily remove the SROs in the event that additional officers are needed during a critical incident, natural disaster or for immediate service of public safety.
- 2.3 The SROs are not formal counselors or educators, and will not act as such. However, with the agreement of the LPD, the SROs may be used as a law enforcement resource to assist students, faculty, staff, and all persons involved with the school. The SROs can be utilized to help instruct students and staff on a variety of subjects, ranging from alcohol and drug education to formalized academic classes. The SROs may use these opportunities to build rapport between the students and the staff.
- 2.4 The SROs will confer with the principal, as needed, to develop plans and strategies to prevent and/or minimize dangerous situations and criminal activity on or near the campus or involving students at school-related activities.
- 2.5 The SROs will notify the campus principal if it is necessary for them to be out-of-district during regular school hours during non-emergency situations.

Article 3 SERVICES TO BE
PROVIDED

The City, through its Police Department, will be responsible for the following:

- 3.1. Providing police officers licensed by the State of Texas for service as school resource officer (SROs) to be assigned to the Lockhart High School and Lockhart Junior High School campuses for the 2020-2021 school year.

- 3.2. SROs will be assigned on a full-time basis, forty (40) hours each work week, according to the daily schedules agreed upon by the Parties, less any scheduled vacation time, sick time, training time, court time, or any other law enforcement related activity, including emergencies.
- 3.3 The Parties acknowledge the importance of having the same SROs present in Lockhart ISD on a day-to-day basis in order to promote continuity and familiarity with Lockhart ISD and its students. To that end, the Parties agree that every effort should be made to schedule and/or designate the SROs vacation days, compensatory time, and other days off at times when school is not in session or at other times when the SROs' absences will not otherwise create an unnecessary risk or hamper school operations. The SROs will coordinate vacation hours with the principal of the school to which each SRO is assigned.
- 3.4 Should any officer assigned as an SRO during the active school year be absent for more than two consecutive school days, the LPD shall notify principal of the campus to which the SRO is assigned with the name of the officer substituting during the absence. Lockhart ISD must approve of the officer who is assigned as a substitute.
- 3.5 The SROs shall follow the policies and procedures of Lockhart ISD to the extent those policies do not conflict with the policies and procedures of the City or LPD.
- 3.6 The SROs will coordinate and cooperate with the Lockhart ISD Superintendent and other Lockhart ISD administrative staff in carrying out their day-to-day duties as SROs. The City retains final authority over the SROs' law enforcement responsibilities. The SROs may, however, take the school's wishes into consideration, as the officer deems appropriate.
- 3.7 The duties, schedule, and responsibilities of SROs on days when school is not in session shall be determined solely at the discretion of the LPD.
- 3.8 **SROs DUTIES:** The ultimate goal of the SRO is to maintain a peaceful environment that allows the learning process to continue uninterrupted. The duties to be performed by the SROs include, but are not limited to, the following:
 - a. Establish a bond and act as liaison between the LPD and school administrators and student in an effort to reduce or eliminate the opportunity for crime, project a positive image of the LPD and improve the quality of life within the school and community.
 - b. Patrolling areas within or in the vicinity of the geographical boundaries of Lockhart ISD to protect all students, personnel, and visitors.
 - c. Being a visible presence during the school day in order to assist the Lockhart ISD administration with general public safety services during school hours.
 - d. Helping Lockhart ISD administrators maintain the peace and/or address a breach of the peace as needed.

- e. Engaging in all law enforcement activities arising from the enforcement of criminal laws or Lockhart ISD policies and rules, including, but not limited to, intervening in and investigating alleged crimes or violations of Lockhart ISD rules, issuing citations, transporting arrested persons, completing follow-up activities, filing of affidavits and complaints, and participating in legal proceedings resulting from the law enforcement services provided in accordance with this Agreement. However, violations of Lockhart ISD policies and rules that are strictly personnel matters and non-criminal in nature will only be assigned to the SROs for investigation at the specific direction of the Lockhart ISD Superintendent.
- f. Responding to calls for services during the course of the regular school day or when serving in support of an official Lockhart ISD extracurricular or after-school activity.
- g. Assisting in providing security as needed for after-hour activities and events taking place at Lockhart ISD facilities.
- h. Mediating disputes on campus, including working with students to help solve disputes in a non-violent manner.
- i. Accompanying outside service providers during random canine searches conducted on Lockhart ISD property.
- j. Preventing property loss due to theft or vandalism.
- k. Providing traffic control as needed.
- l. Assisting Lockhart ISD with its Emergency Operation Plan.
- m. Assisting with school safety projects, scheduling and maintaining emergency drills, emergency response, and after-action reviews within Lockhart ISD.
- n. Providing training for staff as requested by the Lockhart ISD Superintendent.
- o. Serving as a resource for law enforcement education at the request of the Lockhart Superintendent, such as speaking to classes on the law, search and seizure, drugs, or motor vehicle laws.
- p. Maintaining the confidentiality of student records as required by the Family Educational Rights and Privacy Act. The SROs shall not disclose to the City or the LPD any other third party education records of a student which the SROs obtain by virtue of the SROs' position with the school unless such information is obtained by the SROs in the course and scope of performing their duties in accordance with this Agreement. The SROs shall not provide student education records to other law enforcement agencies informally for external investigations.

- q. Preparing reports and documentation related to events occurring within the geographic boundaries of the City of Lockhart.
- r. Participate, as necessary or requested by the District, in District or campus Threat Assessment Teams, as described by Texas Education Code § 37.115.
- s. Performing other duties that may be assigned from time to time by Lockhart ISD, provided that the duty is legitimately and reasonably related to the services as described herein and is consistent with Federal and State law, local ordinances and orders, laws applicable to Lockhart ISD, Lockhart ISD's policies, procedures, rules, or regulations relating to the subject matter of this Agreement, and the policies, procedures, rules, and regulations of the City.

3.9 When the SROs take a person into custody in the course of performing their duties on behalf of Lockhart ISD under this Agreement, Lockhart ISD shall receive notification of the incident from the City within the timeframe required by law and of the disposition of the individual to the extent allowed by law.

3.10 REPORTING DUTIES: Lockhart ISD and LPD shall maintain records of every campus-based incident resulting in police involvement. The records shall be disaggregated by:

- Description of the incident
- Names of the officials involved
- Name of student involved
- Manner in which the LPD was notified
- Searches/questioning of students
- Tickets, citations, or summonses issued
- Arrests made
- Filing of delinquency petitions, referrals to a probation officer, and other referrals to the juvenile justice system, and
- Any police action the SRO took relative to the offense.

Data shall also be disaggregated by:

- Race
- Ethnicity
- Age
- Grade
- Gender
- Disability
- English-language learner status, and
- Economically disadvantaged status.

3.11 If it is necessary to question or interview a student at school for any purpose other than a child abuse investigation, the SROs will contact the campus principal of the student's campus. The principal will:

- a. Verify and record the identity of the officer or other authority and request an explanation of the need to arrest the student at school.
 - b. Make reasonable efforts to notify the student's parents or other person having lawful control of the student. If the SRO/designee raises criminal allegations against the student's family members, campus administration will be prohibited by the SRO/designee to notify parents/family members.
 - c. The principal or a designee ordinarily shall be present during the questioning or interview. If the interviewer presents what the principal considers to be a valid objection to a third party's presence, the interview shall be conducted without that person's presence.
- 3.12 If a student at school is arrested or taken into custody by an SRO, the principal shall immediately notify the Lockhart Superintendent and ordinarily notify the parent or other person having lawful control of the student. If the SRO raises what the principal considers to be a valid objection to notifying the parent at that time, the principal shall not notify the parent.
- 3.13 The School District and the LPD agree that canine contraband services will be conducted by a LPD Narcotic Drug Detection Dog. The Canine Handler will coordinate with campus administration and the SRO to plan dates for the canine searches. The School District and LPD agree to conduct ten (10) searches throughout the school year for the School District at no cost to the school district. Additional Narcotic Drug Detection Dog searches will be conducted by LPD at a cost of one hundred and fifty dollars per search, not to exceed 20 additional searches and to be billed monthly. The procedures for the searches will be determined by the LPD, with input from the School District.

Article 4

GENERAL DUTIES AND RESPONSIBILITIES

- 4.1 The City agrees to perform any obligations required to maintain the SROs as commissioned law enforcement officers with full Texas peace officer status; including but not limited to, providing the SROs with any and all continuing training necessary to maintain their TCLEOSE certification.
- 4.2 The SROs assigned to Lockhart ISD shall be subject to the approval of the Lockhart ISD Superintendent and LPD. Lockhart ISD understands that the City or LPD may rotate or change any officer assigned to serve as an SRO; provided, however, that Lockhart ISD may refuse any particular officer assigned as an SRO and request assignment of a different officer.
- 4.3 Any properly licensed officer providing SRO services under this Agreement shall be vested with powers, privileges, and immunities of a peace officer within all territory contained in the boundaries of Lockhart ISD and while on any property under the control and jurisdiction of Lockhart ISD or otherwise in the performance of his/her duties under the guidelines of Lockhart ISD policies and regulations.

- 4.4 The City will authorize the SROs to carry a weapon and act as a peace officer at all times, so long as the officer is acting under his/her official capacity. Likewise, Lockhart ISD specifically authorizes each SRO to carry a weapon in performing services at all schools and property within Lockhart ISD. When not on duty as SROs, the officers' rights to carry a firearm will be governed by provisions and rules set forth by TCOLE and the City and District Policies CKE (Legal) and GKA (Legal).
- 4.5 As City employees, any disciplinary action taken against the SROs shall follow the policy and procedure set forth in the employee handbook of the City.
- 4.6 Lockhart ISD will report all required student misconduct to the City in accordance with Texas Education Code § 37.015. The City will make all reports regarding students as required by Texas Code of Criminal Procedure Art. 15.27.
- 4.7 Subject to its obligations under the Family Educational Rights and Privacy Act (FERPA), 20 U.S.C. §1232g, Lockhart ISD agrees to provide the SROs with (a) unrestricted access to student and personnel records as necessary for the investigation of criminal offenses that occur on school property or in conjunction with a school event or activity, to collect certain incident-based data, or to ensure the safety and security of school campuses or events, and (b) unrestricted access to technology installed at Lockhart ISD, including surveillance cameras, to provide for safety and security. SROs shall be designated as "school officials" under Lockhart ISD Policy FL (local) for purposes of access to student records to enable the SROs to perform the duties set out in this Agreement.
- 4.8 The Parties shall each monitor, review and provide oversight and supervision of the services as they are provided and each agree to notify the other as soon as reasonably possible in the event the level or quality of any scheduling, operating, service or performance issue becomes unsatisfactory.
- 4.9 The Parties recognize that the services to be provided by the City may be limited to the extent that said services conflict with or compromise the City's ability to provide effective law enforcement services to the City generally; and, should a conflict arise between the policies of Lockhart ISD and the City, the City policy shall prevail. The Parties agree to work in good faith to resolve conflicts with their best reasonable efforts; however, should such conflicts occur which prevent the City from meeting its obligations under this Agreement, the City acknowledges such conflict constitutes good cause to terminate the Agreement.
- 4.10 The Parties agree that they will use their best reasonable efforts to coordinate media relations pertaining to law enforcement incidents and investigations occurring pursuant to this Agreement prior to the release of information whenever possible. Information will only be released by a Party in accordance with established law and its existing policies and procedures.
- 4.11 Nothing in this Agreement prevents Lockhart ISD from continuing its practice of hiring off-duty police officers to provide security at sporting events, after-hour activities, or other events. This Agreement shall not govern off-duty peace officers hired for these purposes.

Article 5
TRAINING

- 5.1 All SROs placed with the District shall complete the education and training program required by Section 1701.263, Texas Occupations Code. Such training must be completed with 120 days of placement at the District.
- 5.2 All SROs placed with the District shall complete an active shooter response training program approved by the Texas Commission on Law Enforcement in accordance with Texas Education Code § 37.0812(a).
- 5.3 All SROs placed with the District shall complete a Texas Education Agency-approved training on the use of a bleeding control station in accordance with Texas Education Code § 38.030(b)(3)(B).

Article 6
FINANCIAL RESPONSIBILITIES & EQUIPMENT

- 6.1 The City shall provide the SROs with all wages, salaries, or other compensation, and benefits of similarly-situated and classified employees of the City. The City shall also be directly responsible for the payment of all payroll taxes, bond costs, retirement contributions, overtime, social security taxes, if any, and all other payroll expenses.
- 6.2 Lockhart ISD will be responsible for reimbursing the City at the end of school year for the SRO's salary and benefits as the approved school calendar of student in person learning plus two additional days as set out in Exhibit A. In addition, Lockhart ISD will be responsible for reimbursing the City of Lockhart at the end of the school year for the police supervisor's salary and benefits for 30% of approved school calendar plus two additional days. Lockhart ISD agrees to reimburse the City of Lockhart for the cost of two vehicles as detailed in Exhibit A and the cost for uniform and equipment for two officers as detailed in Exhibit A.
- 6.3 The City shall keep and maintain accurate records of dates of service and the hours served by the SROs. The City shall be responsible for calculating and documenting the charge for services rendered pursuant to this Agreement. With 48-hour notice, the City shall promptly provide Lockhart ISD with access to all time calculation records maintained by the City for any SRO services provided pursuant to this Agreement.
- 6.4 Overtime hours that relate to SRO duties must be authorized and approved by the Lockhart ISD Superintendent prior to the performance of the overtime work and will be paid in accordance with procedures established by the City. The Parties acknowledge that emergency situations or unscheduled events may require overtime hours for the SROs without advanced notice. Should such emergency or unplanned event occur, the SROs shall notify the Superintendent the next work day, or as soon as practicable. Excluding emergencies and unplanned events, if the SROs fail to obtain such permission for overtime hours, the City will be responsible for the costs of any overtime compensation to the SROs.

- 6.5 Lockhart ISD will pay for any additional SRO training that Lockhart ISD may require unrelated to TCOLE training requirements.
- 6.6 The Parties agree to provide the following equipment and materials to the SROs:
- a. The City shall furnish the SROs with all equipment routinely assigned to law enforcement personnel who serve the City. The City will maintain and service all equipment used by the SROs in providing services to Lockhart ISD. Equipment includes, but is not limited to, uniforms, computers and computer equipment, firearms, radios, and all other devices used by the City law enforcement personnel in the performance of their duties. City will also provide a fully equipped patrol car to each SRO.
 - b. Lockhart ISD will provide the SROs with office space on school property, a telephone, computer, and other office equipment to perform duties under this Agreement, and as mutually agreed by the Parties. Lockhart ISD will provide the SROs with a map and personnel roster for each campus and Central Office.
 - c. The Lockhart ISD will provide the SROs with access to its facilities as needed to conduct law enforcement business regarding the securing of evidence in crimes and interviewing individuals in connection with a criminal investigation into crimes conducted on school property on in conjunction with a school event or activity.

Article 7
RELATIONSHIP BETWEEN THE PARTIES

- 7.1 Notwithstanding any provision to the contrary herein, this Agreement is a contract for and with respect to the performance of governmental functions by governmental entities. The relationship of Lockhart ISD and the City shall, with respect to that part of any service or function undertaken as a result of or pursuant to this Agreement, be that of independent contractors.
- 7.2 Nothing contained herein shall be deemed or construed by the Parties, or by any third party, as creating the relationship of principal and agent, partners, joint ventures, or any other similar such relationship.
- 7.3 Officers employed by the City and assigned by the LPD to serve as SROs at Lockhart ISD are and will remain City employees.
- 7.4 The City shall have no liability whatsoever for or with respect to Lockhart ISD's use of any Lockhart ISD property or facility, or the actions of, or failure to act by, any employees, subcontractors, agents or assigns of Lockhart ISD. Lockhart ISD covenants and agrees that:

- a. Lockhart ISD shall be solely responsible, as between Lockhart ISD and the City and the agents, officers and employees of the City, for and with respect to any claim or cause of action arising out of or with respect to any act, omission, or failure to act by Lockhart ISD or its agents, officers, employees, and subcontractors, while on Lockhart ISD property or while using any Lockhart ISD facility or performing any function or providing or delivering any service undertaken by Lockhart ISD pursuant to this Agreement.
 - b. For and with respect to the services to be provided by the City to Lockhart ISD pursuant to this Agreement, Lockhart ISD hereby contracts, covenants, and agrees to obtain and maintain in full force and effect, during the term of this Agreement, a policy or policies of insurance, or risk pool coverage, reasonably expected to insure Lockhart ISD and its agents, officers, and employees from any and against any claim, cause of action or liability arising out of or from the action, omission, or failure to act by Lockhart ISD, its agents, officers, employees, and subcontractors in the course of their duties.
- 7.5 Lockhart ISD shall have no liability whatsoever for or with respect to the City's use of any City property or facility, or the actions of, or failure to act by, any employees, subcontractors, agents, or assigns of the City. The City covenants and agrees that:
- a. The City shall be solely responsible, as between the City and Lockhart ISD and the agents, officers, and employees of the Lockhart ISD, for and with respect to any claim or cause of action arising out of or with respect to any act, omission, or failure to act by the City or its agents, officers, employees, and subcontractors, while on the City's property or while using the any of the City's facilities or performing any function or providing or delivering any service undertaken by the City pursuant to this Agreement.
 - b. For and with respect to the services to be provided by the City to Lockhart ISD pursuant to this Agreement, the City hereby contracts, covenants, and agrees to obtain and maintain in full force and effect, during the term of this Agreement, a policy or policies of insurance, or risk pool coverage, in the amounts sufficient to insure the City and its agents, officers, and employees from and against any claim, cause of action, or liability arising out of or from the action, omission, or failure to act by the City, its agents, officers, employees, and subcontractors in the course of their duties.
- 7.6 It is specifically agreed that, as between the Parties, each party to this Agreement shall be individually and respectively responsible for responding to, dealing with, insuring against, defending, and otherwise handling and managing liability and potential liability pursuant to this Agreement.
- 7.7 Each party hereto reserves and does not waive any immunity or defense available to it at law or in equity as to any claim or cause of action whatsoever that may arise or result from the services provided and/or any circumstance arising under the Agreement. Neither Lockhart ISD nor the City waive, modify, or alter to any extent whatsoever the availability of the defense of governmental immunity under the laws of the State of Texas on behalf of itself, its trustees, council members, officers, employees, and agents.

- 7.8 No term or provision of this Agreement shall benefit or obligate any person or entity not a party to it. This Agreement shall not be interpreted nor construed to give to any third party the right to any claim or cause of action, and neither the City nor Lockhart ISD shall be held legally liable for any claim or cause of action arising pursuant to, or out of the services provided under, this Agreement except as specifically provided herein or by law. The Parties hereto shall cooperate fully in opposing any attempt by any third person or entity to claim any benefit, protection, release, or other consideration under this Agreement.
- 7.9 Nothing in this Agreement shall be deemed to extend, increase or limit the jurisdiction or authority of any of the City or Lockhart ISD except as necessary to implement, perform and obtain the services and duties provided for in this Agreement. Save and except only as specifically provided in this Agreement, all governmental functions and services traditionally provided by Lockhart ISD, and all governmental and proprietary functions and services traditionally provided by the City, shall be and remain the sole responsibility of each such party.

Article 8

TERM

- 8.1 The initial term of this Agreement shall commence on August 1, 2020, and continue through June 30, 2021, and shall automatically renew for an annual term commencing on August 1st thereafter, unless terminated earlier, in writing, by either party.
- 8.2 If the City wishes to renew this Agreement subject to a change in Lockhart ISD's annual payment for the SROs' salaries and related costs, the City shall provide Lockhart ISD with written notice of that requested change, including a revised Summary of Calculations for Costs, no later than April 1st of the calendar year. Unless Lockhart ISD notifies the City in writing of its agreement to the change in annual payment by June 15th, the Agreement between the City and Lockhart ISD shall terminate at the end of the term.
- 8.3 After the initial annual term of this Agreement, Lockhart ISD and the City will agree on the annual amount payable for the SROs' salaries and related costs by executing an agreed upon Summary of Calculations for Costs.
- 8.4 This Agreement may be terminated at any time by either Party, without cause, by giving the other party a minimum of sixty (60) days written notice of its intention to terminate, such notice to be delivered by hand or U.S. Certified Mail to the other party.
- 8.5 This Agreement may be terminated by either Party, for cause, by the giving the other party a minimum of thirty (30) days written notice of its intention to terminate, such notice to be delivered by hand or U.S. Certified Mail to the other party.
- 8.6 In the event the Parties are unable to reach a mutual agreement on the terms of the Memorandum of Understanding described in Article 3 above by August 1st of the annual term, any Party will have cause to terminate its participation in the Interlocal Agreement by giving the other Parties a minimum of thirty (30) days written notice of its intention to terminate, such notice to be delivered by hand or U.S. Certified Mail to the other party.
- 8.7 Termination will not relieve Lockhart ISD of its obligation to pay the City for any amounts due and payable for services performed prior to termination. Lockhart ISD is not obligated for any costs or payments that accrue after the termination of this Agreement.

ARTICLE 9
NOTIFICATIONS

9.1 All correspondence and communications regarding this Agreement shall be directed to:

CITY OF LOCKHART
Attn: Chief of Police

LOCKHART INDEPENDENT SCHOOL DISTRICT
Attn: Superintendent of Schools

9.2 Notices provided pursuant to this Agreement must be in writing and hand-delivered or sent by certified mail, return receipt requested.

ARTICLE 10
MISCELLANEOUS PROVISIONS

- 10.1 If any portion of this Agreement shall be deemed void or invalid, the remaining portions of the Agreement shall continue in full force and effect.
- 10.2 This Agreement represents the entire Agreement between the Parties, and it supersedes any prior understanding or written or oral agreement relating to the subject matter herein. This Agreement may not be modified, altered, changed, or amended, except by written agreement of the Parties.
- 10.3 This Agreement shall be governed by and construed in accordance with the laws of the State of Texas, and venue shall be in Caldwell County, Texas unless otherwise mandated by law.
- 10.4 No Party shall assign or otherwise transfer its interest in this Agreement without the express written permission of the other Party.
- 10.5 This Agreement may be simultaneously executed in several counterparts, each of which shall be an original and all of which shall be considered fully executed when all parties have executed an identical counterpart, notwithstanding that all signatures may not appear on the same counterpart.
- 10.6 By the execution and delivery of this Agreement, the undersigned individuals warrant that they have been duly authorized by their governing body in order to enter into and perform the terms of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Memorandum of Understanding as of the _____ day of September 2020.

CITY OF LOCKHART, TEXAS

By _____
Lew White, Mayor, City of Lockhart

ATTEST:

By _____
Connie Constancio, TRMC City
Secretary/Administration Services Mgr.

LOCKHART INDEPENDENT SCHOOL DISTRICT

By _____
Steve Johnson, President, LISD School Board

ATTEST:

By _____
Tom Guyton, Secretary, LISD School Board

**2020-2021 SRO Cost Summary
Exhibit A**

	High School	Jr. High	Supervisor	Total
Salary	\$ 60,528.00	\$ 54,267.20	\$ 79,872.00	\$ 194,667.20
Benefits	\$ 25,421.76	\$ 22,792.22	\$ 33,546.24	\$ 81,760.22
12 month total cost	\$ 85,949.76	\$ 77,059.42	\$ 113,418.24	\$ 276,427.42
Percent LISD: 66.15% (1,376 hrs/2,080 hours)	\$ 56,855.77	\$ 50,974.81	\$ 75,026.17	\$ 182,856.74
Times percent of time charged to LISD:	100%	100%	30%	
Total LISD Salary/benefits costs	\$ 56,855.77	\$ 50,974.81	\$ 22,507.85	\$ 130,338.42
Cost per hour	\$ 41.32	\$ 37.05	\$ 16.36	
Vehicle Costs (\$45,436/8 years + \$1,360.45 maint)	\$ 7,039.95	\$ 7,039.95	\$ -	\$ 14,079.90
Uniforms and equipment				
12 month costs	\$ 5,051.00	\$ 5,051.00	\$ -	\$ 10,102.00
Divided by 5 years useful life	\$ 1,010.20	\$ 1,010.20	\$ -	\$ 2,020.40
Grand Total	\$ 64,905.92	\$ 59,024.96	\$ 22,507.85	\$ 146,438.72
Cost per hour:	\$ 47.17	\$ 42.90	\$ 16.36	\$ 53.21

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION: Discussion and/or action regarding an economic development performance agreement for a BIG Grant façade improvement with Lockhart Mercantile located at 116 S. Commerce Street.

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

ACTION REQUESTED:

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


BACKGROUND/SUMMARY/DISCUSSION:

Lockhart Mercantile is planning a comprehensive renovation of 116 S. Commerce Street's façade. The plans include asbestos abatement, replacing rainwater downspouts, new awning, paint, new stucco, store window display area repairs, and more. The total estimated cost is \$41,336. The owners have met with the City and LEDC and submitted their BIG grant application which provides a 50% rebate for the façade improvements up to \$20,000. The project has been approved by the Historical Commission which is attached and has received its permits. The LEDC Board unanimously approved the performance agreement on September 14, 2020 after having held a public hearing. The BIG grant program rebates 50% of actual expenditures that have proof of payment once the project is done and cannot go beyond \$20,000 per project.

PROJECT SCHEDULE (if applicable):

AMOUNT & SOURCE OF FUNDING:

Funds Required: Up to \$20,000
Account Number: 800-5199-702
Funds Available: \$50,000
Account Name: Business Improvement Grants

Finance Review initials 

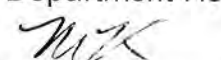
FISCAL NOTE (if applicable): Up to \$20,000 should the allowable improvements exceed \$40,000 paid to the contractor.

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: LEDC Board unanimously passed the performance agreement after a public hearing was held on September 14, 2020.

STAFF RECOMMENDATION/REQUESTED MOTION: Staff recommends approval

LIST OF SUPPORTING DOCUMENTS: Economic Development Performance Agreement, LEDC Draft Minutes of September 14, 2020.
Department Head initials:



City Manager's Review:
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ECONOMIC DEVELOPMENT PERFORMANCE AGREEMENT

This Economic Development Performance Agreement ("EDPA" or "Agreement") is made and entered into by and between THE LOCKHART ECONOMIC DEVELOPMENT CORPORATION OF LOCKHART, TEXAS ("LEDC"), a Type B Economic Development Corporation, and Reuben G. and Rosemary Perez, d/b/a LOCKHART MERCANTILE ("MERCANTILE")

RECITALS

WHEREAS, MERCANTILE is an existing business in the City of Lockhart located at 116 S. Commerce Street, the owners of which desire to make repairs and improvements, expand its operations to the City of Lockhart, Texas ("City"), and retain primary jobs ("the Improvements"); and

WHEREAS, MERCANTILE intends to invest more than \$41,000.00 in the Improvements; and

WHEREAS, the LEDC is a Texas Type B economic development corporation located in a city with a population of less than 20,000, operating pursuant to the applicable provisions of the Texas Local Government Code, as amended, and the Texas Non-Profit Corporation Act, as amended; and

WHEREAS, the LEDC desires to assist MERCANTILE and offer financial incentives as part of LEDC's Business Improvement Grant ("BIG") Economic Development Program in the City; and

WHEREAS, the LEDC Board finds that the Project as herein described and carried out will promote new or expanded business development and is an "Authorized Project" as that term is defined in Chapter 505 of the Texas Local Government Code, as amended; and

WHEREAS, the LEDC Board will hold at least one public hearing on the Project prior to spending funds in accordance with Sections 505.159(a) of the Texas Local Government Code, as amended; and

WHEREAS, the LEDC Board finds that this EDPA is conditional in the event the City of Lockhart, Texas (City) receives a petition no later than the 60th day after the date notice of the Project was published, which is duly certified and accepted by the City Council, from more than 10% of the registered voters of the City of Lockhart, Texas, requesting that an election be held before the Project is undertaken in accordance with Section 505.160 of the Texas Local Government Code, as amended; and,

NOW THEREFORE, in consideration of the foregoing and the covenants, agreements, representations, and warranties hereinafter set forth and for other good and

valuable consideration, the receipt and sufficiency of which are hereby acknowledged, LEDC and MERCANTILE agree as follows:

AGREEMENTS

Section 1. Recitals

The recitals set forth above are incorporated herein by reference as if fully set forth in their entirety.

Section 2: Term

The term of this Agreement shall be two (2) years from the effective date of this EDPA.

Section 3. MERCANTILE Performance Requirements

In consideration of LEDC agreeing to provide the Grant described below in Section 4, MERCANTILE agrees to perform the following:

- (a) To make the improvements and repairs described in the BIG Program Application filed by the owners of Lockhart Mercantile, Reuben G. and Rosie Perez, which is attached hereto as Exhibit "A" and incorporated herein for all purposes ("the Improvements");
- (b) Commence construction of the Improvements within one hundred twenty (120) days after the City's approval of the construction plans and issuance of a building permit for the same.
- (c) Complete construction of the Improvements, at a cost of at least \$41,000.00 within eighteen (18) months after the issuance of the aforesaid building permit.
- (d) MERCANTILE shall provide LEDC with proof of making the Improvements by submitting copies of receipts for expenditures satisfactory to LEDC, which shall be provided within thirty (30) days of completion of the Improvements.
- (e) Keep current in the payment of taxes owed for the facility to any taxing jurisdiction in which the Property is located unless such taxes are being legally contested by MERCANTILE.

Section 4. LEDC Requirements

In consideration of MERCANTILE's agreement to locate its business within the City and to perform the other acts hereinafter described, LEDC agrees it will:

- (a) Provide a Grant to MERCANTILE of not more than \$20,000.00 of the cost of making the Improvements.
- (b) Provide the Grant to MERCANTILE within fourteen (14) days of receiving satisfactory proof of MERCANTILE's completion of construction of the Improvements.

Section 5. Termination and Recapture

- (a) In the event that MERCANTILE discontinues operations for a period of more than one hundred eighty (180) days during the duration of this Agreement, then in such event MERCANTILE shall be required to repay to LEDC any monies expended by LEDC under Section 4 of this Agreement within thirty (30) days of written demand from LEDC therefore following the expiration of such period; provided however that MERCANTILE shall not be required to repay such monies if such discontinuation of operations is caused by force majeure.

For the purposes of this Agreement, "force majeure" shall be defined as fire, explosion, natural disaster or other act of God, war, pandemic, or civil unrest, taking under eminent domain, regulatory restrictions or action of any applicable governmental entity, or other event or action that makes the conduct of the MERCANTILE illegal or economically unsustainable is beyond the reasonable control of MERCANTILE. MERCANTILE shall not be required to repay such amounts so long as it is, in the opinion of the LEDC, diligently taking action(s) to renew or continue operations.

- (b) In the event, that MERCANTILE shall fail to repay LEDC within thirty (30) days of the date such repayment is due according to the written demand from LEDC, MERCANTILE hereby agrees that LEDC may enforce all of its rights and remedies available at law and in equity against MERCANTILE.

Section 6. Entire Agreement

This Agreement, when executed, contains the entire agreement between LEDC and MERCANTILE with respect to the transactions contemplated herein. This Agreement may be amended, altered, or revoked only by written instrument signed by LEDC and MERCANTILE.

Section 7. Successors and Assigns

Neither party shall assign its rights, obligations, or interest in this Agreement without the prior written consent of the other party. In the event of consent to such assignment or in the event of legal succession of MERCANTILE's interest in this

LEDC hereby represents, warrants, and covenants that:

- (a) It is a Type B Economic Development Corporation, duly organized and validly existing under the laws of the State, particularly Sections 501 and 505 of the Texas Local Government Code.
- (b) The facility constitutes a "project" as defined in Sections 501.101 and 505.155 of the Texas Local Government Code.
- (c) All requirements related to public notice of the project, particularly those included in Section 505.160 of the Texas Local Government Code, have been satisfied.
- (d) The person executing this Agreement on behalf of the LEDC is fully authorized to do so.

Section 13. Representations and Warranties of MERCANTILE.

- (a) It is a duly incorporated business entity with full authority to enter into this Agreement.
- (b) The person executing this Agreement on behalf of MERCANTILE is fully authorized to do so.

]

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the _____ day of _____, 2020.

LOCKHART ECONOMIC DEVELOPMENT CORPORATION:

Steven Lewis, LEDC President

ATTEST:

Michael Kamerlander, LEDC Secretary

Reuben G. and Rosemary Perez
d/b/a LOCKHART MERCANTILE

Reuven G. Perez

Rosemary Perez

DRAFT MINUTES
LOCKHART ECONOMIC DEVELOPMENT CORPORATION

MONDAY, SEPTEMBER 14, 2020
6:00 P.M.

In accordance with the order of the Office of the Governor issued March 16, 2020, the Lockhart Economic Development Corporation conducted a regular board meeting at 6:00 PM on September 14, 2020 by Zoom Conference in order to advance the public health goal of limiting face-to-face meetings (also called "social distancing") to slow the spread of the Coronavirus (COVID-19). There was no physical location for the meeting. The meeting agenda and packet were posted online at www.lockhartedc.com and at City Hall.

Join Zoom Meeting
<https://us02web.zoom.us/j/81339571449>
Meeting ID: 813 3957 1449
(346) 248 7799

Board Members Present: Alan Fielder, Chairman; Sally Daniel; Alfredo Munoz; Morris Alexander; Frank Estrada, Vice Chairman; Umesh Patel

Board Members Absent: Dyrall Thomas

Staff Present: Mike Kamerlander, Director of Economic Development; Pam Larison, Finance Director; Steve Lewis, President; Marissa Cooney, Economic Development Specialist

1. CALL TO ORDER

The meeting was called to order by Alan Fielder, Chairman at 6:00 pm

2. PUBLIC COMMENTS

No public comments

3. PUBLIC HEARING

3.1 Hold a public hearing regarding Lockhart Mercantile BIG Grant performance agreement pursuant to Sec. 505.159, Local Government Code
No public comments

4. DISCUSSION AND/OR ACTION

4.1 Presentation of Target Industry Strategy by Garner Economics and Discussion and/or action regarding LEDC Resolution 2020-01.

Mr. Jay Garner and Cyndi Dancy provided an overview of the Target Industry Strategy. The board then considered LEDC Resolution 2020-01 adopting the Target Industry Strategy.

Motion to approve LEDC Resolution 2020-01

Motion: Alfredo Munoz

Second: Sally Daniel

Vote: 6 of 6

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4.2 Discussion and/or action regarding minutes from the August 10, 2020 meeting.

Motion to approve the minutes from the August 10, 2020 meeting.

Motion: Alfredo Munoz

Second: Umesh Patel

Vote: 6 of 6

4.3 Discussion and/or action regarding sales tax and financial statements for August 2020.

Pam Larison gave an overview of the of the financials as well as the sales tax report. Ms. Larison noted that sales tax collections are tracking well above the budget even with COVID-19. LEDC expenditures are in line with the budget with many line items below budget.

Motion to approve the August sales tax and financial statements as presented

Motion: Morris Alexander

Second: Umesh Patel

Vote: 6 of 6

4.4 Discussion and/or action regarding and economic development performance agreement with Lockhart Mercantile regarding a BIG Grant Application.

Lockhart Mercantile requested a BIG Grant for assistance with a façade improvement that would allow a reimbursement of up to \$20,000 for allowable expenses under the program. Lockhart Mercantile has completed all necessary steps prior to construction commencing.

Motion to approve the Economic Development Performance Agreement with Lockhart Mercantile.

Motion: Alfredo Munoz

Second: Morris Alexander

Vote: 6 of 6

4.5 Discussion and/or action moving the October LEDC Regular Meeting date from Columbus Day.

Board discussed due to certain projects and a holiday that the board meeting will be held on October 19, 2020 instead of October 12, 2020. No motion necessary.

5. EXECUTIVE SESSION

4.1 Close Open Session and Convene Executive Session pursuant to Secs. 551.072 and 551.087 (Economic Development) of the Texas Open Meetings Act. Gov't Code Ch. 551, to discuss the following:

- Projects Crimson Tide;
- Buffet

Into Executive Session at 7:12 p.m.

Out of Executive Session at 8:08 p.m.

Staff was provided direction in Executive Session with no official action taken in open session.

6. DISCUSSION ONLY

5.1 Activity Updates

LOCKHART ECONOMIC DEVELOPMENT CORPORATION (LEDC)

MINUTES

Monday, September 14, 2020 - 6:00 P.M.

Join Zoom Meeting

<https://us02web.zoom.us/j/81339571449>

Meeting ID: 813 3957 1449

(346) 248 7799

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Mr. Kamerlander gave an update on the LEDC Staff activities for August 2020.

ADJOURN

Minutes approved this the _____ day of _____, 2020.

Alan Fielder, Chairman LEDC

Michael Kamerlander, Secretary LEDC

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION: Discussion and/or action regarding a ground lease at the Lockhart Municipal Airport for the development of aviation related business and aircraft storage with Lockhart Hangar Partners, LLC.

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

ACTION REQUESTED:

- | | | | |
|--|--|---------------------------------------|---|
| <input type="checkbox"/> ORDINANCE | <input type="checkbox"/> RESOLUTION | <input type="checkbox"/> CHANGE ORDER | <input type="checkbox"/> AGREEMENT |
| <input type="checkbox"/> APPROVAL OF BID | <input type="checkbox"/> AWARD OF CONTRACT | <input type="checkbox"/> CONSENSUS | <input checked="" type="checkbox"/> OTHER |

BACKGROUND/SUMMARY/DISCUSSION:

Lockhart Hangar Partners approached the city in 2019 to lease land at the Lockhart Municipal Airport to develop new T Hangars to address the needed aircraft storage at the airport. These 17-34 new T hangars will be built to the east of the current T hangars on the airfield and construction is expected to commence quickly to address the backlog of T hangar applicants. The expected capital expenditure is a little over \$300,000 per 17 t hangars. If all 34 are built it would be over \$600,000 in capex. The attached lease provides an initial estimated 0.5 acres to be leased at a rate of \$0.07 per square foot annually or \$1,524.60 annually with the exact size of the site being assessed once building permits have been issued. The rent will increase 10% every 5 years during the 30-year lease term. Lockhart Hangar Partners will have the option to renew the lease for 2 additional 5-year terms.

PROJECT SCHEDULE (if applicable):

AMOUNT & SOURCE OF FUNDING:

Finance Review initials _____

Funds Required:
Account Number:
Funds Available:
Account Name:

FISCAL NOTE (if applicable): N/A

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: N/A

STAFF RECOMMENDATION/REQUESTED MOTION: Staff recommends approval

LIST OF SUPPORTING DOCUMENTS: Ground lease with Lockhart Hangar Partners

Department Head initials:


City Manager's Review:

HANGAR GROUND LEASE AGREEMENT

CITY OF LOCKHART, TEXAS

Ground Lessor

AND

LOCKHART HANGAR PARTNERS, LLC

Ground Lessee

LEASE AGREEMENT

THIS HANGAR GROUND LEASE ("Agreement") is effective this _____ day of _____, 20_____, by and between the CITY OF LOCKHART, TEXAS, a Texas home-rule city ("City" or "Lessor") and LOCKHART HANGAR PARTNERS, LLC ("Lessee").

Preliminary Statements

A. The City owns and operates an airport known as the Lockhart Municipal Airport (50R) located in Caldwell County, Texas, including the real property upon which the same is located (the "Airport"); and

B. The City and Lessee desire to enter into a Lease Agreement ("Agreement") for the use and occupancy of certain areas at the Airport; and

C. The City desires to accommodate, promote and enhance general aviation at the Airport. Lessee desires assurance of the Airport's continued availability as a base for aircraft; and

D. The City and Lessee have agreed that Lessee will construct and occupy a hangar building or buildings, without cost to the City.

E. In consideration of the premises and of the rents, covenants and conditions herein contained, the City does hereby lease to Lessee the area(s) of the Airport described in Article 2 hereof (the "Leased Premises"), as follows:

ARTICLE 1: TERM AND OPTIONS

1.1 The initial term of this Agreement shall commence at 12:01 a.m. on _____, 20_____, and expire at 11:59 p.m. on _____, 20_____, a duration of 30 years, (the "Initial Term") unless sooner terminated in accordance with this Agreement.

1.2 Subject to the conditions herein, Lessee shall have the option to extend the term of this Agreement for two additional periods of five years each, hereinafter the "Extended Term(s)," provided that at the time of such exercise and at all times before any Extended Term, Lessee is not in default in the payment of any rent or in default in any other provisions of this Agreement. Lessee may exercise each option by giving written notice of such extension to the City not more than 18 months, nor less than nine months, prior to the expiration of the Initial Term or the then-current Extended Term. The terms of this Agreement shall remain applicable during any Extended Term, and rent shall escalate throughout the Initial Term and any Extended Term as provided in Article 4.

ARTICLE 2: LEASED PREMISES

2.1 The Leased Premises consist of the parcel of land described in Exhibit "A." The Lessee acknowledges that: (1) the Lessor makes no representations or warranty regarding the suitability of the Leased Premises for the Lessee's intended purposes, or the presence or absence of environmental, geologic, or other site conditions that may affect the Lessee's use of the Leased Premises; (2) Lessee accepts full responsibility for determining the suitability of the Leased Premises for its intended purposes; (3) Lessee has inspected and performed all tests and investigations of the Leased Premises for its intended purposes; and (4) Lessee is accepting the Leased Premises "as is," in their present condition, and Lessee agrees to perform all preparation, repairs, remediation, and alteration activities necessary to use the Leased Premises for Lessee's intended purposes. Lessee expressly disclaims reliance upon any statement, oral or written, made by any agent of the City concerning the condition, suitability, or business prospects of the Leased Premises.

ARTICLE 3: USE OF LEASED PREMISES

3.1 Lessee shall use and occupy the Leased Premises for the following purposes and for no other purpose whatsoever unless approved in writing by City:

3.1.1 For the construction, installation, maintenance and operation of a hangar building or buildings (the "Hangars") to be used for the parking, storage, servicing, repair, maintenance, and modification, of aircraft, and may allow for other aviation related business subject to approval by City. No sublease shall be valid unless each such sublease is approved in writing by the City and conforms to all applicable laws and the Airport Rules and Minimum Standards then in effect (the "Rules" and "Minimum Standards"). Any such commercial use must also be consistent with the City of Lockhart, Texas, building, use and zoning regulations and requirements applicable to the Leased Premises. Lessee warrants that all such aircraft based at the Leased Premises shall comply with noise standards established under Part 36 of Title 14 of the Code of Federal Regulations, ("FAR 36") as amended from time to time. The Leased Premises shall not be used for residential purposes. Lessee shall comply with all Grant Assurances in favor of the State of Texas or the United States. All of Lessee's rights shall be subordinate to such Grant Assurances and other obligations to the United States or State of Texas.

3.1.2 The City makes no representations, guarantees, or warranties that the Leased Premises may be lawfully used for the purposes set forth in this Article 3.1. Lessee shall have the sole responsibility of obtaining all applicable permits or other governmental approvals necessary to use the Leased Premises. This Agreement is expressly conditioned upon Lessee obtaining all such permits and approvals, and the failure of Lessee to apply for any such permits or approvals within six months following the commencement date set forth in Article 1.1. The failure of Lessee to maintain any such permits or approvals during the term of this Agreement shall result in termination of this Agreement pursuant to Article 18.

3.1.3 During the term of this Agreement, Lessee must regularly house at least one airworthy aircraft in each Hangar structure, use each Hangar for the primary purpose of aircraft storage, and each Hangar shall be used for Aeronautical Activities only, unless the prior written permission of the City is first obtained. The term "Aeronautical Activities" shall mean any activity or service that involves, makes possible, facilitates, is related to, assists in, or is

required for the operation of aircraft, or which contributes to or is required for the safety of aircraft operations.

3.14 City reserves unto itself, its patrons, visitors, and other lessees and their patrons, visitors, and employees, the right of flight for the passage of aircraft above the surface of the Leased Premises, together with the right to cause in such air space such noise, dust, interference as may be inherent in the operation of aircraft now known or hereafter in use, including the right of using said air space for landing at, taking off from, or operating at or near the Airport.

3.15 This Agreement is subject to the right of the United States of America to have exclusive or non-exclusive use, control and possession, without charge, of the Airport or any portion thereof during periods of national emergency; and further, subject to the right of the F.A.A. and United States Government under such Agreement including the right to take a portion of the Airport premises for air traffic control activities, weather reporting activities or communication activities related to air traffic control.

3.2 Lessee shall have the right of first refusal to any ground leases offered by the City on the City's land for aviation related business for a period of ten (10) years after the commencement of this Agreement.

ARTICLE 4: RENT AND OTHER CHARGES

4.1 Lessee agrees to pay to the City during the Initial Term hereof an annual base rent of \$0.07 per square foot for the 0.5 acres of the Leased Premises (including the building footprint, ramp, and area surrounding the building footprint, as set forth in Exhibit A), for a total of (\$1,524.60) **fifteen hundred twenty-four dollars and 60/100** per year, subject to adjustment pursuant to Section 4.2, below and subject to verification of final design permitted by the City. If Lessee exercises any option to extend the term of this Agreement under Section 1.2, above, annual rental per square foot for the first year of such Extended Term shall be the greater of (a) the rental determined under Section 4.2 below, as if the Initial Term had continued throughout such Extended Term, or (b) the then current market rates for hangar ground leases at comparable airports in Texas. City and Lessee agree to use their best efforts to agree on then current market rates, and execute a Lease Extension Agreement, within ninety (90) days after Lessee's written notice of election is received by the City. If the City and Lessee cannot agree upon the rental rates, the parties agree to submit the question to binding arbitration before a single arbitrator appointed by the chief judge of the District Courts of Caldwell County, Texas provided, however, that such rent shall never be lower than the rental which would be due by application of subsection (a) above. Lessee and the City shall each pay fifty percent (50%) of the arbitrator cost. All sums due to the City under this Agreement shall comprise "Additional Rent."

4.2 Five years after the date of commencement of this Agreement, and on each successive five-year period thereafter during the remainder of the Initial Term, the annual rent shall be adjusted by a ten percent (10%) increase in the annual rent based off of the previous five year term in each successive increase.

4.3 The annual rent payable hereunder shall be paid on the anniversary of the commencement of this Agreement as set forth in Article 1.1. Payments due to the City under this Agreement shall be paid without offset of any kind, and Lessee waives all common law and statutory rights of offset. In addition to any other remedies provided in this Agreement, if any rental, fee, charge, or other item of Additional Rent set forth in this Agreement is not paid to the City within 15 days of the date due, Lessee agrees to pay a late charge of 10% for each such late payment, and default interest shall accrue on such payment from 30 days after the date the payment was due, at a rate of 12% per annum.

4.4 Lessee, as additional rent, shall complete construction of Hangars and related Improvements on the Leased Premises, in accordance with plans and specifications approved by the City. The Hangars shall, collectively, be at least a total of 15,000 square feet in size and shall have a concrete or asphalt floor, with each Hangar to have at least one aircraft access door sized to accommodate an average private aircraft. Lessee shall use commercially reasonable and diligent efforts to complete construction of the Hangars and other such Improvements within the earlier of 12 months of the City's approval thereof.

4.5 Lessee, as additional rent, shall construct and maintain a paved aircraft ramp area on the Leased Premises (the "Ramp."). The Ramp must be designed and built to specifications, and for a minimum weight bearing capacity, established by the City, built to the full width of the Leased Premises, and to connect with adjacent taxiway, ramp and/or auto parking areas, in order that a continuous and safe pavement section results. If access to the Leased Premises is not available on existing taxiways and/or roadways, then Lessee may also be required to construct the same pursuant to Article 7.1.1, below. It is the responsibility of Lessee to maintain the entire Ramp area, and all other pavement areas on the Leased Premises, in a safe manner, and clean of debris, and free from unsafe conditions for taxiing aircraft and Airport users. Lessee grants to users of the Airport the right to use aircraft Ramp areas on the Leased Premises from time to time for passage of aircraft on and near the adjacent taxiway. The construction time and default provisions of subsection 4.4 shall be applicable to the Ramp described in this subsection.

4.6 Subject to the provisions of Article 10, below, Lessee shall keep the Leased Premises, and the Hangar, Ramp and any and all structures constructed by Lessee on the Leased Premises (collectively, the "Improvements"), free and clear of any liens and encumbrances, except as contemplated by Article 10, below, or unless expressly approved in writing by the City, and shall indemnify, hold harmless and defend the City from any liens and encumbrances arising out of any work performed or materials furnished by or at the direction of Lessee. If any lien is filed, Lessee shall do all acts necessary to discharge such lien within ten days of filing, or if Lessee desires to contest any lien, then Lessee shall deposit with the City such security as the City shall reasonably demand to insure the payment of the lien claim. If Lessee shall fail to pay any lien claim when due or shall fail to deposit the security with the City, then the City shall have the right to expend all sums necessary to discharge the lien claim, and Lessee shall pay the City, as additional rental when the next rental payment is due, all sums expended by the City in discharging any lien, including reasonable attorneys' fees and costs, and interest at 12% on the sums expended by the City from the date of expenditure to the date of payment by Lessee.

4.7 Lessee agrees to comply with the Airport Rules and Minimum Standards adopted by the City for the Airport, as they now exist or as they may hereafter be adopted or amended. Fees due under such Minimum Standards or pursuant to any license issued for commercial

activities conducted in whole or part on the Leased Premises, may be collected by the City as additional rent under this Agreement, in addition to any other remedies available to the City.

4.8 The City agrees to waive the Security Deposit as additional security for Lessee's obligations to Lessor ("Security Deposit") on condition that Lessee timely pays the monthly rent and the Lessee is not in default of this Agreement. Such Security Deposit shall be equal to one monthly installment of rent. If during this Agreement Lessee fails to pay rent when due or is in default of any term or condition of this agreement, then Lessee must immediately post a Security Deposit with Lessor so that the Security Deposit being held by Lessor is equal to one monthly installment of rent. No interest shall be paid on the Security Deposit. Lessor shall not be required to keep the Security Deposit separate from its other accounts and no trust relationship is created with respect to the Security Deposit. Any interest from the Security Deposit shall be retained by Lessor. The Security Deposit is not an advance payment of rent or a measure of liquidated damages in case of default by Lessee. Upon the occurrence of any event of default, Lessor may, from time to time, without prejudice to any other remedy provided herein or provided by law, use the Security Deposit to the extent necessary to make good any arrearages of rent and any other damage, injury, expense or liability caused to Lessor by such event of default, or to satisfy Lessee's other obligations hereunder. Following any such application of the Security Deposit, Lessee shall pay to Lessor, on demand, the amount so applied in order to fully restore the Security Deposit. If Lessee is not then in default, and no condition exists, which, with the passage of time or both, would constitute a default when this Agreement expires or terminates, except as otherwise provided for in this Agreement, Lessor will return any unused portion of the Security Deposit to Lessee within thirty (30) days after the last to occur of (i) the Expiration Date, (ii) payment of all rent and any damages, (iii) Lessee's surrender of the Premises in accordance with this Agreement, and (iv) Lessor's receipt of Lessee's forwarding address. Lessee's actual or attempted assignment, transfer, or encumbrance of the Security Deposit will not bind Lessor.

4.9 Holdover rent shall be due at the rate of 200%.

4.10 Any person, corporation, partnership, association or business entity of any kind, or any person acting for or through them, including, but not limited to, any wholesale fuel distribution company, who delivers fuel to a fuel storage tank or who delivers fuel obtained from a source not on the Airport directly into any aircraft on the Airport must pay the flowage fee of \$0.05 per gallon of fuel delivered. Payment to the City of all fuel flowage fees must be made not later than the fifteenth (15th) day of the month for fuel delivered in the preceding month.

**ARTICLE 5: ACCEPTANCE, CARE, MAINTENANCE,
IMPROVEMENTS AND REPAIR**

5.1 Lessee acknowledges that it has inspected the Leased Premises, conducted such studies and tests thereof (including environmental tests) as it deems necessary, and accepts possession of the Leased Premises "as is" in its present condition, and, subject to all limitations imposed upon the use thereof by the rules and regulations of the Federal Aviation Administration, the rules and regulations of the Airport, and by ordinances of the City, and admits its suitability and sufficiency. Except as may otherwise be provided for herein, the City shall not be required to maintain nor to make any improvements, repairs or restoration upon or to the Leased Premises or to any of the improvements presently located thereon or placed thereon by Lessee.

5.2 Lessee shall, throughout the term of this Agreement, assume the entire responsibility, cost, and expense for all repair and maintenance whatsoever on the Leased Premises and all Improvements thereon, and shall perform in a good workmanlike manner all necessary repairs, maintenance, whether ordinary or extraordinary, structural or otherwise. Additionally, Lessee, without limiting the generality hereof, shall:

5.2.1 Keep at all times, in a clean and orderly condition and appearance, the Leased Premises, all Improvements thereon and all of Lessee's fixtures, equipment and personal property which are located on any part of the Leased Premises. Lessee shall not park or leave, or allow to be parked, aircraft on the taxiways, ramps or pavement adjacent to any Hangar in a manner which unduly interferes with or obstructs access to other hangars or movement on adjacent taxiways.

5.2.2 Provide and maintain on the Leased Premises all obstruction lights and similar devices, and safety equipment required by law.

5.2.3 Take measures to prevent erosion, including without limitation the planting and replanting of grasses with respect to all portions of the Leased Premises not paved or built upon. Lessee shall maintain and replant any landscaped areas.

5.2.4 Be responsible for the maintenance and repair of all utility services lines placed on the Leased Premises and used by Lessee exclusively, including without limitation water lines, gas lines, electrical power and telephone conduits and lines, sanitary sewers and storm sewers.

5.2.5 If Lessee discovers any hazardous material on the Leased Premises. it will promptly notify the City in writing.

5.2.6 If extraordinary repairs or maintenance to the Improvements are required during the last five years of the Initial Term or any Extended Term of this Agreement, Lessee may elect not to repair and/or maintain the Improvements, by giving the City written notice of its election. In such case, City shall have the option of requiring Lessee to either (a) clear the site, remove all debris and paving, stub up all utilities, and restore the site to its original cleared

condition prior to commencement of construction; or (b) transfer title to the Improvements to the City, as is. Upon Lessee's election and compliance with this section, the City shall terminate this Agreement and relieve Lessee of all future rental obligations hereunder.

527 During the last five years of the Initial Term, and during the last 30 months of any Extended Term, the City shall have the right to conduct periodic detailed inspections of the Leased Premises not more often than once per year. If any maintenance deficiencies are discovered, the City may require Lessee to correct such deficiencies, whether ordinary or capital in nature. Capital items having a useful estimated life beyond the date on which Lessee actually vacates the Leased Premises shall be reimbursed by the City to the Lessee on an equitably pro-rated basis.

53 Plans and specifications for each of the Improvements and all repairs (other than emergency repairs), construction, alterations, modifications, additions or replacements to the Improvements, including those made to any paving upon the Leased Premises, excluding non-structural repairs, construction, alterations, modifications, additions or replacements,, shall be submitted to the City for approval, which approval shall not be unreasonably denied, providing the plans and specifications comply with the provisions of this Agreement, the Airport's design standards, if any, as well as all applicable building, use and zoning regulations. Submittal of the above described Plans and Specifications shall also include a site plan, drainage plan, and building plan for the initial project development that shall be reviewed pursuant to the City's standard review process as provided in the Unified Development Code. The site plan shall show the location of all Improvements on the Leased Premises, including the Hangars, pavements, utilities and location of the Hangars on the site. The drainage plan must show how drainage will be handled and be approved by the City prior to a building permit being issued by the City. Lessee shall reimburse the City for all costs incurred for providing a legal survey and legal description of the Leased Premises and for a proportional share of any costs to bring road access and utilities to the Leased Premises, should the City agree to do so. Before commencement of any construction of the Improvements, Lessee shall have the Leased Premises staked by a certified surveying company to ensure all Improvements are place accurately on the Leased Premises. Within ninety (90) days of the certificate of occupancy being received, Lessee shall submit to the City a full set of as-built record drawings of the Improvements, sealed by a licensed architect or engineer, which among other things, depicts exact locations of all Improvements, including utilities, made on and/or off of the Leased Premises. Failure to submit such sealed plans shall constitute grounds for denial of access to the Leased Premises.

ARTICLE 6: ADDITIONAL OBLIGATIONS OF LESSEE

6.1 Lessee shall conduct its operations in an orderly and proper manner, considering the nature of such operations, so as not to unreasonably annoy, disturb, endanger or offend others.

6.2 Further, Lessee shall take all reasonable measures:

6.2.1 To reduce to a practicable minimum vibrations tending to damage any equipment, structure, buildings or portions of buildings.

6.2.2 Not to produce or allow to be produced on the Airport, through the operation of machinery or equipment, any electrical, electronic or other disturbances that interfere with the operation by the City or the Federal Aviation Administration of air navigational.

communication or flight equipment on the Airport or on aircraft using the Airport, or with ground transportation communications.

6.3 Lessee shall comply with all federal, state and municipal laws, ordinances, rules, regulations and requirements, the Airport's Minimum Standards, Airport security rules and regulations, and other Airport Rules and regulations, as they now exist or may hereafter be amended or promulgated.

6.4 Lessee shall commit no nuisance, waste or injury on the Leased Premises, and shall not do, or permit to be done, anything that may result in the creation, commission or maintenance of such nuisance, waste or injury on the Leased Premises.

6.5 Lessee shall neither do nor permit anything which may interfere with the effectiveness or accessibility of the drainage system, sewerage system, fire protection system, sprinkler system, alarm system and fire hydrants and hoses, if any, installed or located on the Leased Premises.

6.6 Lessee shall take measures to insure security in compliance with Federal Aviation Administration Regulations and the Airport Security Plan, as they now exist or may hereafter be amended or promulgated.

6.7 Lessee shall neither do nor permit any act or thing which will invalidate or conflict with any fire insurance policies or regulations applicable to the Leased Premises or other contiguous premises at the Airport.

6.8 Lessee shall not install, maintain, operate or permit the installation, maintenance or operation of any restaurant, kitchen, stand or other establishment of any type for the sale of food or of any vending machines or device designed to dispense or sell merchandise or services of any kind to the general public, unless all required development approvals and permits for that activity are first obtained from the City.

6.9 Except for uses permitted under Article 3 hereof to be performed by Lessee, Lessee shall not provide or allow to be provided aircraft maintenance work, flight instruction of any sort, air taxi, aircraft charter or aircraft leasing of any sort on the Leased Premises, for commercial purposes, without all required development approvals, and a License from the City if and as required by the Airport's Minimum Standards or Rules then in effect.

6.10 Lessee will conduct its operations in such a manner as to keep the noise produced by aircraft engines and component parts thereof, and any other noise, to a minimum, by such methods as are practicable, considering the extent and type of the operations of Lessee

and the limitations of federal law. In addition, Lessee will employ the maximum amount of noise arresting and noise reducing devices that are available and economically practicable, considering the extent of their operations, but in no event less than those devices required by federal, state or local law. In its use of the Leased Premises, Lessee shall take all possible care, exercise caution, and use commercially reasonable efforts to minimize prop or jet blast interference and prevent jet blast damage to aircraft operating on taxiways and to buildings, structures and roadways, now located on or which in the future may be located on areas adjacent to the Leased Premises. If the City determines that Lessee has not curbed the prop or jet blast interference or damage, Lessee covenants to erect and maintain at its own expense such structure or structures as may be necessary to prevent prop or jet blast interference, subject, however, to the prior written approval of the City as to type, manner and method of construction.

6.11 Following the completion of construction of the Hangars, Lessee shall not store nor permit the storage of disabled aircraft or any equipment or materials outside of the Hangars constructed on the Leased Premises, without the written approval of the City. No aircraft that is unairworthy may remain outside of a hangar for more than 20 days. Concerning any aircraft that has remained outside the hangars on the Leased Premises for more than 20 days, upon request Lessee shall provide written certification from an FAA licensee holding Inspection Authorization stating such aircraft is airworthy. If Lessee fails to comply with this requirement after a written request by Lessee to comply, Lessor may (but is not required to) cause the removal of any such aircraft at Lessee's expense by any means that Lessor determines, in its sole discretion, to be in Lessor's best interests.

6.12 On forms and at the frequency prescribed by the Airport Manager, and with respect to each aircraft stored on the Leased Premises, Lessee shall provide the City with the (a) make and model, (b) N-number, and (c) identity and address of the registered owner. This requirement shall apply to aircraft whether owned by Lessee or another party, and regardless of whether its storage is subject to the Minimum Standards or Rules.

6.13 Permits and Licenses. Lessee shall obtain and maintain in current status all permits and licenses required under any law or regulation. If Lessee receives notice from any governmental entity that Lessee lacks, or is in violation of, any such permit or license, Lessee shall provide City with timely written notice of the same.

6.14 Taxes and Liens. Lessee shall pay (before their respective due dates) all taxes, fees, assessments, and levies that relate to Lessee's use, occupancy, or operations at the Leased Premises or the Airport, and all other obligations for which a lien may be created thereto (including, but not limited to, utility charges and work for any improvements).

6.15 Damage to Property and Notice of Harm. In addition to Lessee's indemnification obligations set forth in this Agreement, Lessee, at Lessee's sole cost, shall repair or replace (to Lessor's reasonable satisfaction) any damaged property that belongs to Lessor or Lessor's other tenants to the extent that such damage arises from or relates to an act or omission of Lessee or Lessee's Associates. Lessee shall promptly notify Lessor of any such property damage. If Lessee discovers any other potential claims or losses that may affect Lessor, Lessee shall promptly notify Lessor of the same.

6.16 Security. Lessee shall comply with all security measures that Lessor, the United

States Transportation Security Administration, or any other governmental entity having jurisdiction may require in connection with the Airport, including any access credential requirements, any decision to remove Lessee's access credentials, and any civil penalty obligations and other costs arising from a breach of security requirements caused or permitted by Lessee or Lessee's Associates. Lessee agrees that Airport access credentials are the property of Lessor and may be suspended or revoked by Lessor in its sole discretion at any time. Lessee shall pay all fees associated with such credentials, and Lessee shall immediately report to the Airport Manager any lost credentials or credentials that Lessee removes from any employee or any of Lessee's Associates. Lessee shall protect and preserve security at the Airport.

6.17 Removal of Disabled Aircraft. When consistent with Laws and Regulations, Lessee shall promptly remove or cause to be removed from any portion of the Airport not leased by Lessee the Aircraft or any other aircraft that Lessee owns or controls if it becomes unairworthy. Lessee may store such aircraft within Lessee's enclosed improvements.

ARTICLE 7: INGRESS AND EGRESS

7.1 Lessee shall have the right of ingress and egress between the Leased Premises and the public landing areas at the Airport by means of connecting taxiways; and between the Leased Premises and the entrance(s) to the Airport by means of connecting paved roads. Lessee shall have the right to use the public runways and public aviation aids at all times during which they are open to the public. Such rights of ingress, egress and use shall be in common with others having rights of use and passage thereon.

7.1.1 If, at the time of entering into this Agreement, access to the Leased Premises is not available on existing taxiways and/or roadways, then such taxiways and/or roadways necessary for Lessee's use and occupancy shall be constructed at the sole expense of Lessee, in accordance with construction specifications and design criteria approved by the City for the uses contemplated by Lessee. There shall be no consideration made on the part of the City for the cost of these improvements. Upon completion of construction, Lessee shall certify that the taxiways and/or roadways so constructed have been built to such specifications and criteria, and those portions of any such taxiways and/or roads located off the Leased Premises shall be conveyed and dedicated to the City, which shall accept them for maintenance. Upon such conveyance and dedication, Lessee shall warrant that the same shall be free of defects in materials and workmanship for a period of not less than two years after the date of such conveyance and dedication. Such warranty shall be backed by a warranty bond or another form of security instrument, satisfactory to the City in its sole discretion, in the amount of not less than 15% of the construction cost of the improvements warranted.

7.2 The use of any such roadways or taxiways shall be subject to the Rules and Minimum Standards of the Airport, which are now in effect or which may hereafter be promulgated, and subject to temporary closure; provided, however, that any closure shall be only for reasonably necessary or unique circumstances, and provided that 14 days prior written notice will be given to Lessee relevant to any closure, unless such closure is necessary due to emergency. Lessee, for itself and its authorized subtenants, hereby releases and discharges the

City, their officers, employees and agents, and all their respective successors and assigns, of and from any and all claims, demands, or causes of action which Lessee or its authorized subtenants may now or at any time hereafter have against any of the foregoing, arising or alleged to arise out of the closing of any street, roadway or other area, provided that other reasonable means of access to the Leased Premises remain available to Lessee without cost to Lessee, unless otherwise mandated by emergency safety considerations or lawful exercise of the police power. Lessee shall not do or permit anything to be done which will interfere with the free access and passage of others to space adjacent to the Leased Premises or in any streets or roadways on the Airport.

ARTICLE 8: CASUALTY INSURANCE AND DAMAGE TO THE LEASED PREMISES

8.1 Lessee, at its sole cost and expense, shall procure and maintain throughout the term of this Agreement insurance protection for all risk coverage on the Improvements which are part of the Leased Premises, to the extent of one hundred percent (100%) of the actual replacement cost thereof. Such insurance shall be written by insurers acceptable to the City. The insurance shall provide for 30 days notice of cancellation or material change, by certified mail, return receipt requested, to the City, Attention: Airport Manager.

8.1.1 The above-stated property insurance shall be for the benefit and to safeguard the interests of the Lessee and City, which shall at all times be named a co-insured.

8.1.2 If any losses are estimated to exceed one-third of the current value of the Leased Premises, Lessor shall adjust and settle such losses with the insurers. Lessee shall consult with the City and use its best efforts to obtain a settlement that covers the cost of repairing or rebuilding the Improvements.

8.1.3 Lessee shall provide certificates of insurance, in a form acceptable to the City and marked "premium paid," evidencing existence of all insurance required to be maintained prior to occupancy of the Improvements. Upon the failure of Lessee to maintain such insurance as above provided, the City, at its option, may obtain such insurance (which may be single-interest) and charge the cost to Lessee as Additional Rent, which shall be payable on demand, or may give notice of default hereunder pursuant to Article 18 hereof.

8.2 If the Improvements and any subsequent improvements, insurable or uninsurable, on the Leased Premises are damaged or destroyed to the extent that they are unusable by Lessee for the purposes for which they were used prior to such damage, or same are destroyed, Lessee shall promptly repair and reconstruct the Improvements substantially as they were immediately prior to such casualty or in a new or modified design, subject to the provisions of Article 5 hereof and applicable building codes and Airport design standards, if any, existing at the time of repairing or rebuilding. If the aforesaid damage or destruction occurs in the last five years of the Initial term or any option term of this Agreement, Lessee may elect not to repair and reconstruct the Improvements, subject to the following terms and conditions:

8.2.1 Lessee shall give the City written notice of its election not to repair and reconstruct the Improvements within ninety (90) days of the date upon which the Improvements were damaged or destroyed. In such case, and City shall have the option of either:

8.2.1.1 Requiring Lessee to clear the site, remove all debris and paving, stub up all utilities, and restore the site to its original cleared condition prior to commencement of construction; in which case Lessee shall retain all insurance proceeds above those necessary to fund such site restoration; or

8.2.1.2 Taking title to the damaged Improvements, as is, in which case Lessee shall assign to and the City shall retain all insurance coverage and proceeds.

8.2.3 Upon Lessee's notice under Section 8.2.1 hereof and Lessee's compliance with the provisions of Sections 8.2.1.1 or 8.2.1.2 hereof, the City shall terminate this Agreement and relieve Lessee of all future rental obligations hereunder.

83 Lessee shall not violate, or permit to be violated, any of the conditions of any of the said policies; and shall perform and satisfy, or cause to be satisfied, the requirements of the companies writing such policies.

ARTICLE 9: LIABILITIES AND INDEMNITIES

91 **The City shall not in any way be liable for any cost, liability, damage or injury, including cost of suit and expenses of legal services, claimed or recovered by any person or entity, or occurring on the Leased Premises, or the Airport, or as a result of any operations, works, acts or omissions performed on the Leased Premises, or the Airport, by Lessee, its agents, servants, employees or authorized tenants, or their guests or invitees. Lessee shall not in any way be liable for any cost, liability, damage or injury, including cost of suit and expenses of legal services, claimed or recovered by any person or entity, or occurring on the Leased Premises, or the Airport, or as a result of any operations, works, acts, or commission performed on the Leased Premises, or the Airport, solely by the City, their agents, servants, employees or authorized tenants, or their guests or invitees. In this regard, LESSEE expressly releases the City and each of its agents from their own negligence, gross negligence, or other liability.**

92 **Lessee agrees to indemnify, save and hold harmless, the City, their officers, agents, servants and employees, of and from any and all costs, liability, damage and expense, including costs of suit and reasonable expenses of legal services, claimed or recovered, justly or unjustly, falsely, fraudulently or frivolously, by any person, firm or corporation by reason of injury to, or death of, any person or persons, including City personnel, and damage to, destruction or loss of use of any property, including City property, directly or indirectly arising from, or resulting from, any operations, works, acts or omissions of Lessee, its agents, servants, employees, contractors, or authorized tenants. Upon the filing with the City by anyone of a claim for damages arising out of incidents for**

which Lessee herein agrees to indemnify and hold the City harmless, the City shall notify Lessee of such claim and in the event that Lessee does not settle or compromise such claim, then Lessee shall undertake the legal defense of such claim on behalf of Lessee and the City. It is specifically agreed, however, that the City at its own cost and expense, may participate in the legal defense of any such claim. Any final judgment rendered against the City for any cause for which Lessee is liable hereunder shall be conclusive against Lessee as to liability and amount upon the expiration of the time for appeal.

93 Lessee shall procure and keep in force during the term of this Agreement policies of Comprehensive General Liability insurance insuring Lessee and the City, as co-insureds, against any liability for personal injury, bodily injury, death, or property damage arising out of the subject of this Agreement with a combined single limit of at least two million dollars. No such policies shall be cancelable or subject to reduction in coverage limits or other modification except after 30 days prior written notice to the City. The policies shall be for the mutual and joint benefit and protection of Lessee and the City, and such policies shall contain a provision that the City, although named as an insured, shall nevertheless be entitled to recovery under said policies for any loss occasioned to it, its servants, agents, citizens, and employees by reason of negligence of Lessee (i.e. a fellow-insured write-back endorsement). Lessee shall provide certificates of insurance, in a form acceptable to the City and marked "premium paid" evidencing existence of all insurance required to be maintained prior to the commencement of the Agreement.

94 Lessee represents that it is the owner of or fully authorized to use any and all services, processes, machines, articles, marks, names or slogans used by it in its operations under or in any way connected with this Agreement. Lessee agrees to save and hold the City, their officers, employees, agents and representatives free and harmless of and from any loss, liability, expense, suit or claim for damages in connection with any actual or alleged infringement of any patent, trademark or copyright, or arising from any alleged or actual unfair competition or other similar claim arising out of the operations of Lessee under or in any way connected with this Agreement.

ARTICLE 10: LEASEHOLD MORTGAGES

101 If Lessee shall execute a Leasehold Mortgage of its leasehold estate to an entity which is not directly or indirectly owned or controlled by, or is not under common ownership or control with Lessee (collectively, an "Unaffiliated Entity" hereafter), and if the holder of such Leasehold Mortgage shall provide the City with notice of such Leasehold Mortgage together with a true copy of such Leasehold Mortgage and the name and address of the Mortgagee, then following receipt of such notice by the City, the provisions of this Article 10 shall apply in respect to such Leasehold Mortgage.

102 The term "Leasehold Mortgage" as used in this Agreement shall include, but not be limited to, a mortgage, a deed of trust, a deed to secure debt, or other security instrument by which Lessee's leasehold estate is mortgaged, conveyed, assigned, or otherwise transferred, to secure a debt or other obligation, in connection with the construction contemplated by Article 4 above.

103 The City, upon providing Lessee any notice of default under this Agreement or termination of this Agreement, shall at the same time provide a copy of such notice to the Leasehold Mortgagee by first class U.S. mail at the address specified in the notice given pursuant to Section 10.1, above. Such Leasehold Mortgagee shall have the additional periods of time specified in Sections 10.4 hereof to remedy, commence remedying, or cause to be remedied the default or acts or omissions which are specified in any such notice. The City shall accept such performance by or at the instigation of such Leasehold Mortgagee as if the same had been done by Lessee.

104 Anything contained in this Agreement to the contrary notwithstanding, if any default shall occur which entitles the City to terminate this Agreement, the City shall have no right to terminate this Agreement unless, following the expiration of the period of time given Lessee to cure such default or the act or omission which gave rise to such default, the Leasehold Mortgagee is given an additional period of thirty (30) days to:

10.4.1 Notify the City of such Leasehold Mortgagee's desire to defeat such Termination Notice; and

10.4.2 Pay or cause to be paid all rent, additional rent, and other payments then due and in arrears as specified in the Termination Notice to such Leasehold Mortgagee and which may become due during such thirty (30) day period; and

10.4.3 Promptly commence and diligently cure all non-monetary defaults, but in no event shall the time for such cure exceed 90 days.

105 The making of a Leasehold Mortgage shall not be deemed to constitute an assignment or transfer of this Agreement or of the leasehold estate hereby created, nor shall the Leasehold Mortgagee, as such, be deemed to be an assignee or transferee of this Agreement or of the leasehold estate hereby created so as to require such Leasehold Mortgagee, as such, to assume the performance of any of the terms, covenants or conditions of this Agreement. Any Leasehold Mortgagee who takes an instrument of assignment or transfer in lieu of the foreclosure of the Leasehold Mortgagee shall be deemed to be a permitted assignee or transferee, and shall be deemed to have agreed to perform all of the terms, covenants and conditions on the part of Lessee to be performed hereunder from and after the date of such purchase and assignment, but only for so long as such purchaser or assignee is the owner of the leasehold estate. If the Leasehold Mortgagee or its designee shall become holder of the leasehold estate and if the Hangar and Improvements on the Leased Premises shall have been or become materially damaged on, before or after the date of such purchase and assignment, the Leasehold Mortgagee or its designee shall be obligated to repair, replace or reconstruct the building or other improvements.

106 Landlord Liens. Lessee hereby gives and grants to City a lien upon, and pledges as collateral to City in case of default, all, chattels and personal property of every kind and description now or hereafter to be placed, installed or stored by Lessee at the Airport. Lessee

agrees that in the event of any failure on the part of Lessee to comply with each and every one of the covenants and obligations hereof, or in the event of any default continuing for twenty days of any specified nature, after notification to Lessee by City in writing, City may take possession of and sell the same in any manner provided by law and may credit the net proceeds upon any indebtedness due or damage sustained by City, without prejudice to further claims thereafter to arise under the terms hereof. Any Leasehold Mortgage shall be subordinate to this contractual Landlord Lien and any statutory lien arising under the Texas Property Code, but shall be superior to the extent of such liens of any structures and fixtures on the Leased Premises.

ARTICLE 11: RULES AND REGULATIONS

Lessee acknowledges that the City has adopted rules and regulations (the "Rules") with respect to the occupancy and use of the Airport, and such Rules may be amended, supplemented or re-enacted from time to time by the City provided that such Rules apply generally to all similar occupants and users on the Airport. Lessee agrees to observe and obey any and all such Rules and all other federal, state and municipal rules, regulations and laws and to require its officers, agents, employees, subtenants, contractors, and suppliers, to observe and obey the same. In the event of a conflict between the provisions of Airport Rules and this Agreement, the more stringent provisions shall control. This provision will include compliance with any Airport Noise Abatement Plan that may hereafter be adopted. The City reserves the right to deny access to the Airport and its facilities to any person, firm or corporation that fails or refuses to obey and comply with such rules, regulations or laws

ARTICLE 12: SIGNS

Lessee shall have the right to install and maintain one or more signs on the Leased Premises identifying it and its operations. The subject matter, type, design, number, location and elevation of such signs, and whether lighted or unlighted, shall be subject to the Airport design standards, if any. No sign will be allowed that may be confusing to aircraft pilots or automobile drivers or other traffic.

ARTICLE 13: ASSIGNMENT AND SUBLEASE

The prior written consent of the City shall be required for any sale, transfer, assignment or sublease of this Agreement and of the leasehold estate hereby created. Additionally, such action shall be subject to a twenty percent (20%) transfer fee based on the lease amount due that year. Consent may be withheld by the City if (a) Lessee is in default of any of the terms or conditions of this Agreement, (b) the transferee or assignee does not deliver to the City its written agreement to be bound by all of the provisions of this Agreement in a form satisfactory to the City, or (c) the transferee or assignee does not submit proof of insurance as required at Articles 8 and 9. Lessee shall not subdivide or fractionalize either its ownership of the Improvements or leasehold interest in the Leased Premises. Any management agreement or other contract that purports to transfer the substantive economic or legal risks and benefits to a third party shall be deemed a de facto assignment, and shall be subject to the restrictions set forth in this Article 13.

ARTICLE 14: CONDEMNATION

14.1 If all or any portion of the Leased Premises is taken for any public or quasi-public purpose by any lawful power or authority by the exercise of the right of appropriation, condemnation or eminent domain (or pursuant to a sale to such power or authority under the threat of condemnation or eminent domain), all rentals payable hereunder with respect to that portion of the Leased Premises taken shall no longer be payable, and the proceeds, if any, from such taking or sale shall be allocated between the City and Lessee in accordance with the applicable condemnation law, with Lessee being entitled to compensation for the fair market value of the leasehold interest, Improvements and personal property taken. If a portion of the Leased Premises is so taken or sold, and as a result thereof, the remaining part cannot reasonably be used to continue the authorized uses set forth in Article 3 hereof, then this Agreement shall terminate at Lessee's election, and Lessee's obligation to pay rent and perform the other conditions of the lease shall be deemed to have ceased as of the date of such taking or sale.

14.2 The City expressly reserves the right to grant or take easements on rights-of-way across the Leased Premises if it is determined to be in the best interest of the City to do so. If the City grant or take an easement or right-of-way across any of the Leased Premises, Lessee shall be entitled only to compensation for damages to all Improvements owned by Lessee destroyed or physically damaged thereby, but not to damages for loss of use of the Leased Premises itself. Damages to improvements shall be determined by the reduction in fair market value of the Improvements caused by said damage or cost of repair, whichever is less.

14.3 Lessee understands and agrees that the City have the right to take all or any portion of the Leased Premises, and any additions, alterations or improvements thereon, should the City, in their sole discretion, determine that said portion of the Leased Premises, and improvements thereon, are required for other Airport purposes, without initiating condemnation proceedings. If such action is taken, the City shall substitute comparable areas within the Airport, or any additions or extensions thereof, brought to the same level of improvement as the area taken. The City shall bear all expenses of bringing the substituted area to the same level of improvement to the area taken, and of moving Lessee's improvements, equipment, furniture and fixtures to the substituted area. If any of Lessee's improvements, equipment, furniture or fixtures cannot be relocated, the City shall replace, at their own expense, such non-relocatable improvements and other property with comparable property in the substituted area, and the City shall be deemed the owner of the non-relocated improvements and other property, free and clear of all claims of any interest or title therein by Lessee, any mortgagee, or any other third party whomsoever. It is the specific intent of this subparagraph that Lessee would be placed, to the extent possible, in the same position it would have been, had the City not substituted new premises for the Leased Premises; provided however, that the City shall not be obligated to reimburse Lessee for lost revenues or other costs due to such substitution. In the event that such substitution of area is demanded by the City, Lessee shall have the right and option to terminate this Agreement, prior to the City commencing the substitution, upon thirty (30) days prior written notice to City, in which event the City shall pay Lessee the fair market value of all

Improvements constructed on the Leased Premises pursuant to approval of the City. Nothing in this subparagraph shall be construed to limit the City's rights to condemn Lessee's leasehold rights and interests in the Leased Premises pursuant to state law.

ARTICLE 15: NON-DISCRIMINATION

15.1 Lessee, for itself, its heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree as a covenant running with the land that in the event facilities are constructed, maintained, or otherwise operated on the Leased Premises, for a purpose for which a United States government program or activity is extended, Lessee shall maintain and operate such facilities and services in compliance with all other requirements imposed pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in federally-assisted programs of the Department of Transportation- Effectuation of Title VI of the Civil Rights Act of 1964, and as said regulations may be amended.

15.2 Lessee, for itself, its personal representatives, successors in interest and assigns, as a part of the consideration hereof, does hereby covenant and agree as a covenant running with the land that:

15.2.1 No person on the grounds of race, color, disability or national origin shall be excluded from participating in, denied the benefits of, or be otherwise subjected to discrimination in the use of the Leased Premises;

15.2.2 That in the construction of any Improvements on, over or under such land and the furnishing of services thereon, no person on the grounds of race, color, disability or national origin shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination;

15.2.3 That Lessee shall use the Leased Premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in federally-assisted programs of the Department of Transportation Effectuation of Title VI of the Civil Rights Act of 1964, and as said regulations may be amended.

15.3 In this connection, the City reserve the right to take whatever action they might be entitled by law to take in order to enforce this provision following the 60 days written notice to Lessee of any alleged violation. This provision is to be considered as a covenant on the part of Lessee, a breach of which, continuing after notice by the City to cease and desist and after a determination that a violation exists made in accordance with the procedures and appeals provided by law, will constitute a material breach of this Agreement and will entitle the City, at their option, to exercise its right of termination as provided for herein, or take any action that it deems necessary to enforce compliance herewith.

15.4 Lessee shall include the foregoing provisions in every agreement or concession pursuant to which any person or persons, other than Lessee, operates any facility at the Leased Premises providing service to the public and shall include thereon a provision granting the City a right to take such action as the United States may direct to enforce such covenant.

ARTICLE 16: GOVERNMENTAL REQUIREMENTS

16.1 Lessee shall procure all licenses, certificates, permits or other authorization from all governmental authorities, if any, having jurisdiction over Lessee's operations at the Leased Premises which may be necessary for Lessee's operations on the Airport.

16.2 Lessee shall pay all taxes, license, certification, permits and examination fees and excise taxes which may be assessed, levied, exacted or imposed on the Leased Premises or operation hereunder or on the gross receipts or gross income to Lessee there from, and shall make all applications, reports and returns required in connection therewith.

16.3 Lessee shall pay all water, sewer, utility and other applicable use taxes and fees, arising from its occupancy and use of the Leased Premises and/or the Improvements thereon.

16.4 If the City is ever required to pay any of the foregoing, or is not paid any of the foregoing, then the City may collect such sums as additional rent.

ARTICLE 17: RIGHTS OF ENTRY RESERVED

17.1 The City, by its officers, employees, agents, representatives and contractors, shall have the right at all reasonable times to enter upon the Leased Premises and enter the Improvements for all purposes not inconsistent with this Agreement, including without limitation inspection and environmental testing, provided such action by the City does not unreasonably interfere with Lessee's use, occupancy or security requirements. Except when necessary for reasons of public safety or law enforcement, or for the protection of property, the City shall provide 72 hours written notice of its intent to inspect.

17.2 Without limiting the generality of the foregoing, the City, by its officers, employees, agents, representatives, contractors and furnishers of utilities and other services, shall have the right, at its own expense, to maintain existing and future Airport mechanical, electrical and other utility systems and to enter upon the easements in the Leased Premises to make such repairs, replacements or alterations as may be necessary or advisable, in the reasonable opinion of the City, and from time to time to construct or install over, in or under existing easements within the Leased Premises such systems or parts thereof and in connection with such maintenance use the Leased Premises existing easements for access to other parts of the Airport otherwise not conveniently accessible; provided, however, that in the exercise of such rights of access, repair, alteration or new construction, the City shall not install a utility under or through any building on the Leased Premises or unreasonably interfere with the actual use and occupancy of the Leased Premises by Lessee, all such utilities to be placed within existing easements, except as provided in Article 14. Reservation of the aforesaid right by the City shall not impose or be construed to impose upon the City any obligation to repair, replace

or alter any utility service lines now or hereafter located on the Leased Premises for the purpose of providing utility services only to the Leased Premises; provided, however, that if they repair, replace or alter any utility service lines now or hereafter located on the Leased Premises for the purpose of providing utility services to others, the City will restore the Leased Premises to their preexisting condition in a timely manner. Lessee will provide for the installation, maintenance and repair, at its own expense, of all service lines of utilities providing services only to the Leased Premises. City will repair, replace and maintain all other utility lines, at City' expense.

173 If any personal property of Lessee shall obstruct access of the City across the existing easements to any of the existing utility, mechanical, electrical and other systems, and thus shall interfere with the inspection, maintenance or repair of any such system pursuant to Section 17.2, Lessee shall move such property, as directed by the City or said utility company, upon reasonable notice by the City, in order that access may be had to the system or part thereof for inspection, maintenance or repair. If Lessee shall fail to so move such property after direction from the City or said utility company to do so, the City or the utility company may move it, and Lessee waives any claim against the City for damages as a result there from, except for claims for damages arising from the City' negligence.

ARTICLE 18: TERMINATION

18.1 Upon default by Lessee in the payment of rent, additional rent, or other sums due under this Agreement, the City shall give written notice to Lessee and each holder of a Leasehold Mortgage for which the City has been give notice under Section 10.1, of such default. If such default has not been cured by the 10th day following notice of default, the City may terminate this Agreement.

18.2 This Agreement shall terminate, at the option of the City with prompt written notice to Lessee and holder of a Leasehold Mortgage, upon the appointment of a receiver or trustee of all, or substantially all, of Lessee's assets by a court of competent jurisdiction. The term "trustee" shall not include a trustee appointed under Title 11 of the United States Code.

18.3 Upon the default by Lessee in the performance of any covenant or condition required to be performed by Lessee other than the payment of money, and the failure of Lessee, and each holder of a Leasehold Mortgage to remedy such default for a period of 30 days after the City sends written notice to remedy the same, unless more extensive notice is otherwise provided for in this Agreement, the City may, by written notice of cancellation to Lessee, and each such holder of a Leasehold Mortgage, terminate this Agreement.

18.4 Subject to Article 10 above, upon termination of this Agreement for any reason, all rights of Lessee, authorized tenants, and any other person in possession shall terminate, including all rights or alleged rights of creditors, trustees, assigns, and all others similarly so situated as to the Leased Premises. Except as may be expressly provided to the contrary elsewhere herein, upon termination of this Agreement for any reason, the Leased Premises and all Improvements located thereon, and all equipment, fixtures and other personal property therein, shall be and become the property of the City, free and clear of all encumbrances and all

claims of Lessee, its subtenants, creditors, trustees, assigns and all others, and the City shall have immediate right of possession of the Leased Premises and such Improvements.

185 Failure by the City or Lessee to take any authorized action upon default by Lessee of any of the terms, covenants or conditions required to be performed, kept and observed by Lessee shall not constitute a waiver of said default nor of any subsequent breach or default of any of the terms, covenants and conditions in this Agreement. Acceptance of rentals by the City from Lessee, or performance by the City under the terms hereof, for any period or periods after a default by Lessee of any of the terms, covenants and conditions herein shall not be deemed a waiver or create an estoppel of any right of the City to terminate this Agreement for any subsequent failure by Lessee to so perform this Agreement.

186 If Lessee ceases to conduct its authorized Aeronautical Activities on the Leased Premises for a period of 12 consecutive months, the City may terminate this Agreement by written notice to Lessee given at any time while such cessation continues, unless Lessee resumes such activities within 30 days following receipt of written notice from the City of such intent to terminate this Agreement. An unauthorized sublease or assignment of Lessee's rights herein shall constitute a cessation of aeronautical activities.

ARTICLE 19: SURRENDER AND RIGHT OF RE-ENTRY

19.1 Subject to Article 8.2 above, upon the expiration, cancellation or termination of this Agreement pursuant to any terms hereof, Lessee agrees peaceably to surrender up the Leased Premises to the City in the condition required by Article 30 below. Upon such expiration, cancellation or termination, the City may re-enter and repossess the Leased Premises together with all Improvements and additions thereto, or pursue any remedy permitted by law for the enforcement of any of the provisions of this Agreement, at the City's election.

19.2 If Lessee remains in possession of the Leased Premises after the expiration, cancellation or termination of this Agreement without written agreement with respect thereto, then Lessee shall be deemed to be occupying the Leased Premises as a tenant at-sufferance, subject to all of the conditions, provisions and obligations of this Agreement, but without any rights to extend the term of this Agreement. The City's acceptance of rent from Lessee in such event shall not alter the status of Lessee as a tenant at sufferance whose occupancy of the Leased Premises may be terminated by City at any time.

ARTICLE 20: SERVICES TO LESSEE

20.1 Except in cases of emergency, in which case no notice shall be required, City will endeavor to give not less than 14 days prior written notice to Lessee of any anticipated temporary Airport closure, for maintenance, expansion or otherwise. Notwithstanding the above, the City shall not be deemed to be in breach of any provision of this Article 20 in the event of a permanent closure of the Airport. Provided, however, that if such permanent closure is in connection with the construction of a new airport by the City, Lessee shall have the option to enter into a substitute hangar ground lease agreement with the City, for the use of a portion of

such new airport not smaller than the Leased Premises, under financial terms which are no less favorable than those set forth herein.

ARTICLE 21: SURVIVAL OF THE OBLIGATIONS OF LESSEE

21.1 If this Agreement shall have been terminated due to default by Lessee in accordance with notice of termination as provided in Article 18, all of the obligations of Lessee under this Agreement shall survive such termination, re-entry, regaining or resumption of possession and shall remain in full force and effect for the full term of this Agreement, and the amount or amounts of damages or deficiency shall become due and payable to the City to the same extent, at the same time or times, and in the same manner as if no termination, re-entry, regaining or resumption of possession had taken place. The City may maintain separate actions each month to recover the damage or deficiency then due or at its option and at any time may sue to recover the full deficiency less the proper discount, for the entire unexpired term of this Agreement.

21.2 The amount of damages for the period of time subsequent to termination (or re-entry, regaining or resumption of possession) on account of Lessee's rental obligations shall be the sum of the following:

21.2.1 The amount of the total of all installments of rents, less the installments thereof payable prior to the effective date of termination; and

21.2.2 An amount equal to all expenses incurred by the City and not reimbursed in connection with regaining possession, restoring the Leased Premises required by paragraph 19, above, acquiring a new lease for the Leased Premises, legal expenses (including, but not limited to, attorneys' fees) and putting the Leased Premises in order.

21.3 There shall be credited to the account of Lessee against its survived obligations hereunder, the amount actually received from any lessee, licensee, permittee, or other occupier in connection with the use of the said Leased Premises or portion thereof during the balance of the term of use and occupancy as the same is originally stated in this Agreement, and the market value of the occupancy of such portion of the Leased Premises as the City may themselves during such period actually use and occupy. No such use and occupancy shall be, or be construed to be, an acceptance of a surrender of the Leased Premises, nor shall such use and occupancy constitute a waiver of any rights of the City hereunder.

21.4 The provisions of this Article 21 shall not be applicable to termination of this Agreement pursuant to Section 3.1.2 or Section 4.4, or if expressly provided to the contrary elsewhere in this Agreement.

ARTICLE 22: USE SUBSEQUENT TO CANCELLATION OR TERMINATION

The City shall, upon termination or cancellation, or upon re-entry, regaining or resumption of possession, have the right to repair and to make structural or other changes in the Leased Premises, including changes which alter its character and the suitability thereof for the

purposes of Lessee under this Agreement, without affecting, altering or diminishing the obligations of Lessee hereunder, provided that any structural changes shall not be at Lessee's expense.

ARTICLE 23: NOTICES

23.1 Any notice, consent, approval or other communication given by either party to the other relating to this Agreement shall be in writing, and shall be delivered in person, sent by certified mail, return receipt requested, sent by reputable overnight courier, or sent by facsimile transmission (with evidence of such transmission received) to such other party at the respective addresses set forth below (or at such other address as may be designated from time to time by written notice given in the manner provided herein). Such notice shall, if hand delivered or personally served, be effective immediately upon receipt. If sent by certified mail, return receipt requested, such notice shall be deemed given on the third business day following deposit in the United States mail, postage prepaid and properly addressed; if delivered by overnight courier, notice shall be deemed effective on the first business day following deposit with such courier; and if delivered by facsimile, notice shall be deemed effective when received. Notice to the City is not effective unless sent concurrently to BOTH the City Attorney and the Airport Manager.

23.2 The notice addresses of the parties are as follows:

To the City:

Airport Manager
Lockhart Municipal Airport

Telephone: _____

Messer, Fort & McDonald, PLLC
City Attorney for Lockhart, TX
13625 Pond Springs Road, Suite 204
Austin, TX 78729
Telephone: 512-600-2308

To Lessee:

Lockhart Hangar Partners
10925 Signal Hill Rd
Austin, TX 78737
Telephone: (512)468-5030

ARTICLE 24: INVALID PROVISIONS

The invalidity of any provisions, articles, paragraphs, portions or clauses of this Agreement shall have no effect upon the validity of any other part or portion hereof, so long as the remainder shall constitute an enforceable agreement. Furthermore, in lieu of such invalid provisions, articles, paragraphs, portions or clauses, there shall be added automatically as a part of this Agreement, a provision as similar in terms to such invalid provision as may be possible and be legal, valid and enforceable.

ARTICLE 25: MISCELLANEOUS PROVISIONS

25.1 Remedies Nonexclusive. All remedies provided in this Agreement shall be deemed cumulative and additional and not in lieu of, or exclusive of, each other, or of any other remedy available to the City, or Lessee, at law or in equity, and the exercise of any remedy, or the existence herein of other remedies or indemnities shall not prevent the exercise of any other remedy provided that the City' remedies in the event of default shall not exceed those set forth in this Agreement.

25.2 Individuals Not Liable. No director, officer, agent or employee of the City shall be charged personally or held contractually liable by or to the other party under any term or provision of this Agreement or of any supplement, modification or amendment to this Agreement because of any breach thereof, or because of his or their execution or attempted execution thereof.

25.3 Estoppel Certificate. At the request of Lessee in connection with an approved assignment of its interest in this Agreement, the City shall execute and deliver a written statement identifying itself as the Lessor under this Agreement and certifying such facts as may actually be true.

25.4 Recording of Lease. This Agreement shall be recorded by the City, and the costs of such recordation, and any closing costs associated with this Agreement, its execution and recordation, shall be billed to and paid by Lessee as additional rent.

25.5 General Provisions.

25.5.1 This Agreement shall be performable and enforceable in Caldwell County, Texas, and shall be construed in accordance with the laws of the State of Texas. Exclusive jurisdiction and venue for all disputes between the parties shall lie in the state courts located within Caldwell County, Texas. The parties waive right to trial by jury. The prevailing party in any dispute arising under this Agreement shall recover its costs, all expenses, and attorney fees.

25.5.2 This Agreement is made for the sole and exclusive benefit of the City and Lessee, their successors and assigns, and is not made for the benefit of any third party.

25.5.3 All oral and written communications between agents of the parties preceding this Agreement, are deemed to be merged and integrated into this document, and the parties disclaim reliance upon any such communications.

ARTICLE 26: SUBORDINATION CLAUSES

26.1 This Agreement is subject and subordinate to the following:

26.1.1 The City reserves the right to develop and improve the Airport as it sees fit, regardless of the desires or view of Lessee, and without interference or hindrance by or on behalf of Lessee, provided Lessee is not deprived of the use or access to the Leased Premises or any of Lessee's rights under this Agreement and unless said activities by the City shall result in the loss of convenient access to the Leased Premises by motor vehicles and/or aircraft owned or operated by Lessee or Lessee's assigns, subtenants, renters, agents, employees or invitees.

26.1.2 The City reserves the right to take any action it considers necessary to protect the aerial approaches to the Airport against obstruction, together with the right to prevent Lessee from erecting or permitting to be erected any building or other structure on the Airport which would limit the usefulness of the Airport or constitute a hazard to aircraft.

26.1.3 This Agreement is and shall be subordinate to the provision of existing and future agreements between the City and the United States or the State of Texas relative to the operation or maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the obtaining or expenditure of federal funds, services, or property for the benefit of the Airport.

26.1.4 During national emergency, the City shall have the right to lease all or any part of the landing area or of the airport to the United States or Texas National Guard for military use, and if any such lease is executed, the provisions of this Agreement insofar as they may be inconsistent with the provisions of such lease to the government, shall be suspended, but such suspension shall not extend the term of this Agreement. Abatement of rentals shall be reasonably determined by the City and Lessee in proportion to the degree of interference with Lessee's use of the Leased Premises.

26.1.5 Except to the extent required for the performance of any obligations of Lessee hereunder, nothing contained in this Agreement shall grant to Lessee any rights whatsoever in the airspace above the Leased Premises other than those reasonably necessary to Lessee's enjoyment of the Leased Premises and City's Airport facilities and which are consistent with Federal Aviation Administration rules, regulations and orders currently or subsequently effective. Further, Lessee's rights in airspace above the Leased Premises and the Airport and the Airport facilities shall be not less than the rights therein by other users of the Airport and Airport facilities.

ARTICLE 27: QUIET ENJOYMENT

The City covenants and warrants that it is the owner of the Leased Premises and that Lessee upon payment of rentals herein provided for and performance of provisions on its part to be performed, shall and may peacefully possess and enjoy the Leased Premises during the term hereof and any extensions hereof without any interruption or disturbance.

ARTICLE 28: ENTIRE AGREEMENT

This Agreement constitutes the entire agreement of the parties hereto and may be changed, modified, discharged or extended by written instrument duly executed by the City and Lessee. The parties agree that no representations or warranties shall be binding upon the City or Lessee unless expressed in writing.

ARTICLE 29: REQUIREMENTS FOR CONDOMINIUMIZATION

This Agreement does not authorize Lessee to create either a common interest community or hangar condominiums on the Leased Premises. If Lessee desires to create a common interest community or hangar condominiums on the Leased Premises, a written amendment to this Agreement shall be required, containing such additional terms as the City may reasonably require, including but not necessarily limited to terms necessary for compliance with the Texas law.

ARTICLE 30: RETURN CONDITION OF THE LEASED PREMISES

At the expiration or termination of the Lease or any renewal term, Lessee shall surrender promptly the leased premises and all structures in the same condition as when received or constructed, ordinary wear and tear excepted, except to the extent caused by fire or Act of God for which the Lessor has been previously compensated.

ARTICLE 31: HAZARDOUS MATERIALS

31.1 Tenant shall not cause or permit any Hazardous Materials to be used, produced, stored, transported, brought upon, or released on, under, or about the Premises or the Airport by Tenant or Tenant's Associates in violation of applicable federal, state, or local environmental laws, regulations, and ordinances ("Environmental Laws"). Tenant is responsible for any such violation as provided in this Agreement, and shall fully indemnify and hold harmless the City from all fees, fines, costs and damages related in any manner to any release of Hazardous Material or legal violation.

31.2 Tenant agrees that in the event of a release or threat of release of any Hazardous Material by Tenant at the Airport, Tenant shall provide Lessor with prompt notice of the same. Tenant shall respond to any such release or threat of release in accordance with applicable Laws and Regulations. If Lessor has reasonable cause to believe that any such release or threat of release has occurred, Lessor may request, in writing, that Tenant conduct reasonable testing and analysis (using qualified independent experts acceptable to Lessor) to show that Tenant is complying with applicable Environmental Laws.

Lessor may conduct the same at Tenant's expense if Tenant fails to respond in a reasonable manner. Tenant shall cease any or all of Tenant's activities as Lessor determines necessary, in its sole and absolute discretion, in connection with any investigation, cure, or remediation. If Tenant violates any Environmental Laws at the Airport (whether due to the release of a Hazardous Material or otherwise), Tenant, at Tenant's expense, shall have the following obligations, which shall survive any expiration or termination of this Agreement: (i) promptly remediate such violation in compliance with applicable Environmental Laws; (ii) submit to Lessor a written remediation plan, and Lessor reserves the right to approve such plan (which approval shall not be unreasonably withheld) and to review and inspect all work; (iii) work with Lessor and other governmental authorities having jurisdiction in connection with any violation; and (iv) promptly provide to Lessor copies of all documents pertaining to any environmental concern that are not subject to Tenant's attorney-client privilege.

313 To the extent that Tenant is a co-permittee with Lessor in connection with any permit relating to the environment at the Airport, or to the extent that any of Tenant's operations in connection with this Agreement or otherwise may impact Lessor's compliance with any such permit, Tenant shall work cooperatively with Lessor and other tenants and take all actions necessary to ensure permit compliance, and minimize the cost of such compliance, for the benefit of Airport operations.

314 Upon any expiration or termination of this Agreement, and upon any change in possession of the Premises authorized by Lessor, Tenant shall demonstrate to Lessor's reasonable satisfaction that Tenant has removed any Hazardous Materials and is in compliance with applicable Environmental Laws. Such demonstration may include, but is not limited to, independent analysis and testing to the extent that facts and circumstances warrant analysis and testing, such as evidence of past violations or specific uses of the premises. The obligations of this Article 31 shall survive any termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

CITY OF LOCKHART, TEXAS

Lew White, Mayor

ATTEST:

City Secretary

APPROVED AS TO FORM:

City Attorney

Lessor may conduct the same at Tenant's expense if Tenant fails to respond in a reasonable manner. Tenant shall cease any or all of Tenant's activities as Lessor determines necessary, in its sole and absolute discretion, in connection with any investigation, cure, or remediation. If Tenant violates any Environmental Laws at the Airport (whether due to the release of a Hazardous Material or otherwise), Tenant, at Tenant's expense, shall have the following obligations, which shall survive any expiration or termination of this Agreement: (i) promptly remediate such violation in compliance with applicable Environmental Laws; (ii) submit to Lessor a written remediation plan, and Lessor reserves the right to approve such plan (which approval shall not be unreasonably withheld) and to review and inspect all work; (iii) work with Lessor and other governmental authorities having jurisdiction in connection with any violation; and (iv) promptly provide to Lessor copies of all documents pertaining to any environmental concern that are not subject to Tenant's attorney-client privilege.

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CITY OF LOCKHART, TEXAS

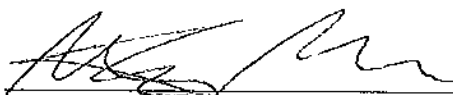
ATTEST:

Lew White, Mayor

City Secretary

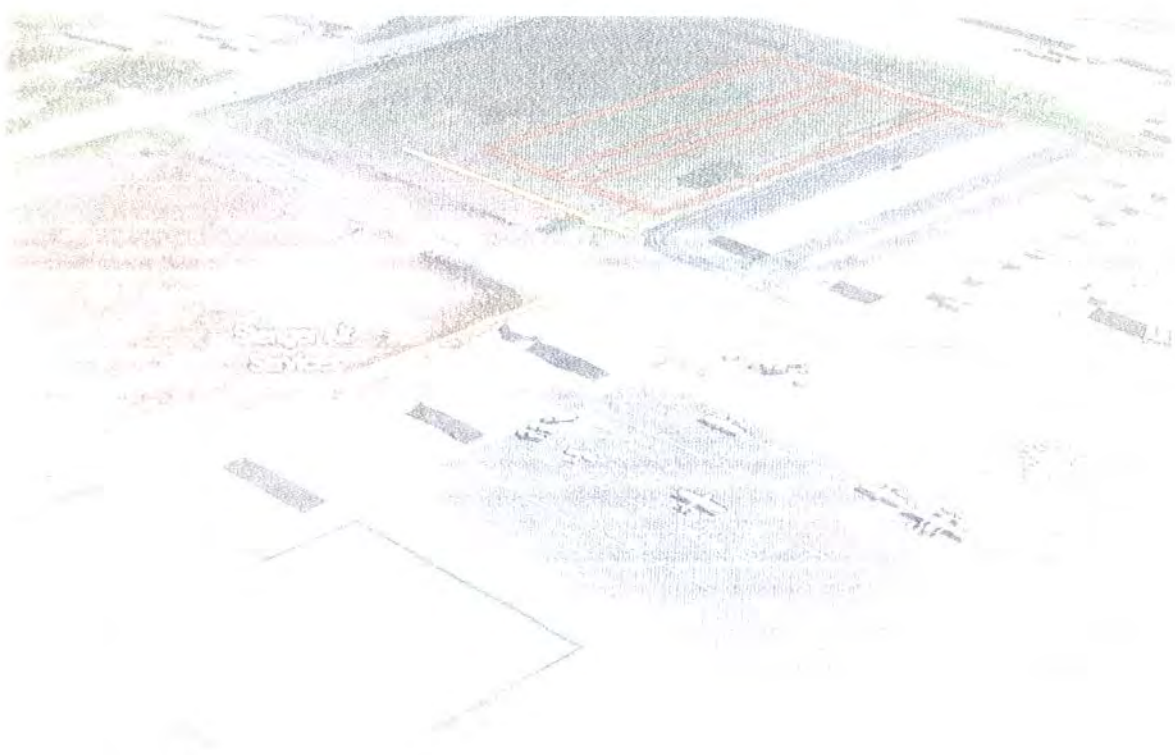
LOCKHART HANGAR PARTNERS, LLC

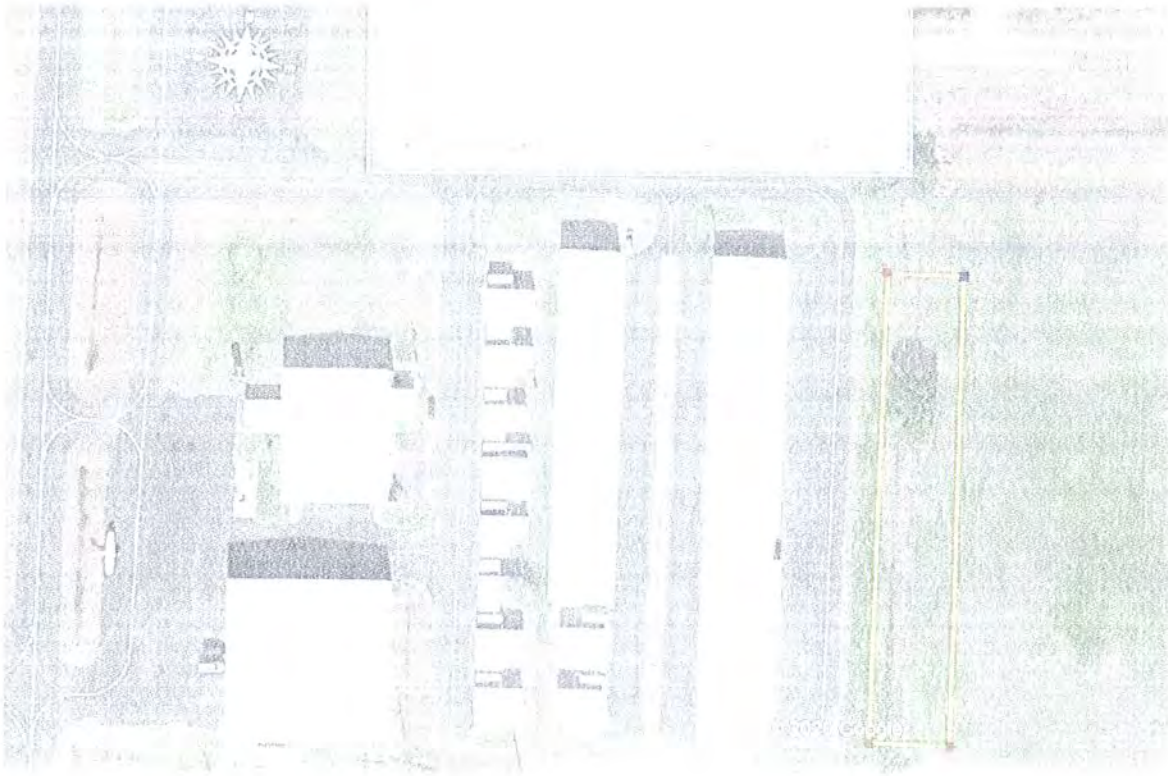
APPROVED AS TO FORM:



Authorized Agent

Lockhart City Attorney





City of Lockhart, Tx

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

AGENDA ITEM CAPTION: Discussion and/or Action to consider reinstating late fees and utility disconnections.

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 purpose of this item is to discuss with and receive direction from Council on the possible reinstatement of late payment fees and disconnection of services. Because of the effects of the COVID-19 situation, the City was concerned that some customers would be unable to make their utility payments. Consequently, the City made changes to make sure utility customers services were not interrupted.

On March 24, 2020, the Finance Director informed the Council about the suggested guidelines from the Public Utility Commission concerning waiving late payment fees and disconnection of services during to the COVID-19 pandemic. The PUC is a state utility regulator which does not have jurisdiction over municipal owned utilities (MOU); and, although municipalities are not bound by the authority of the PUC, most municipal retail electric providers will follow their guidelines and recommendations. With a recommendation from City administration, the consensus of the Council was to follow the PUC guidelines until such time that they were re-evaluated.

At this same time, the State of Texas began the Electric Relief Program which allowed investor owned utilities (IOU) to receive compensation for non-payments due to COVID. This, however, was not available to MOU's with outstanding balances.

In August, the Public Utility Commission informed utility providers that they could reestablish their late fees and disconnection of services after August 31st provided, they gave their customers a 30-day notice. It was also determined that extensions on re-payment would be decided by individual utility companies but recommended a minimum of six months.

PROJECT SCHEDULE (if applicable):

AMOUNT & SOURCE OF FUNDING:

Funds Required: -
Account Number: -
Funds Available: -
Account Name: -

Finance Review initials



FISCAL NOTE (if applicable): See Exhibit "A"

Previous Council Action:

STAFF RECOMMENDATION/REQUESTED MOTION: It is staff's recommendation to have Council allow unpaid balances to be placed on payment plans with an extension plan that last no longer than the end of the fiscal year (09/30/2021). This will allow customers up to 12 months to pay unpaid balances. It is also staff's recommendation to reinstate disconnection of utility services for future billing cycles and reestablish late fees, contingent on any future guidelines from the PUC concerning the COVID-19 situation.

LIST OF SUPPORTING DOCUMENTS: Exhibit "A" – Arrears Snapshot

Department Head initials:



City Manager's Review:



Exhibit "A"
Arrears Snapshot

Total Utility Sales for FY19-20	\$19,558,658
Total in Arrears due to Non-disconnects (6 mo.)	\$78,811
Percent of Arrears compared to total Collections annual	0.4%

Total Utility customers	5500
Total customers in Arrears	
120+ days	33
90 days	23
30-60 days	31
Percent of Arrears compared to total customers	1.6%

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: October 8, 2020

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.

The Notice was thereafter distributed to commercial establishments through social media, notification to both Chambers of Commerce, hand delivery to operating businesses around the square without appropriate posting, and is available to download on the city's website. A paper print of the Notice is also available for any business to pick up at City Hall if they are unable to print it.

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

AMOUNT & SOURCE OF FUNDING:

Finance Review initials _____

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

COMMITTEE/BOARD/COMMISSION ACTION: None.

STAFF RECOMMENDATION/REQUESTED MOTION:

None.

LIST OF SUPPORTING DOCUMENTS:

Resolution 2020-20 and GA-29.

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



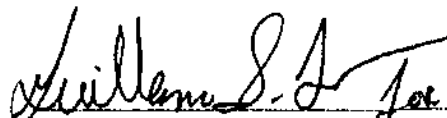
Lew White, Mayor

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
July 2, 2020

EXECUTIVE ORDER
GA 29

Relating to the use of face coverings during the COVID-19 disaster.

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, the Commissioner of the Texas Department of State Health Services (DSHS), Dr. John Hellerstedt, has determined that COVID-19 continues to represent a public health disaster within the meaning of Chapter 81 of the Texas Health and Safety Code; and

WHEREAS, I have issued executive orders and suspensions of Texas laws in response to COVID-19, aimed at using the least restrictive means available to protect the health and safety of Texans and ensure an effective response to this disaster; 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 Texans safe is for all people to consistently follow good hygiene and social-distancing practices; and

WHEREAS, due to recent substantial increases in COVID-19 positive cases, and increases in the COVID-19 positivity rate and hospitalizations resulting from COVID-19, further measures are needed to achieve the least restrictive means for reducing the growing spread of COVID-19, and to avoid a need for more extreme measures; and

WHEREAS, I have joined the medical experts in consistently encouraging people to use face coverings, and health authorities have repeatedly emphasized that wearing face coverings is one of the most important and effective tools for reducing the spread of COVID-19; and

WHEREAS, given the current status of COVID-19 in Texas, requiring the use of face coverings is a targeted response that can combat the threat to public health using the least restrictive means, and if people follow this requirement, more extreme measures may be avoided; and

WHEREAS, wearing a face covering is important not only to protect oneself, but also to avoid unknowingly harming fellow Texans, especially given that many people who go into public may have COVID-19 without knowing it because they have no symptoms; and

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SECRETARY OF STATE
2:30pm O'CLOCK

JUL 02 2020

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WHEREAS, the "governor is responsible for meeting ... the dangers to the state and people presented by disasters" under Section 418.011 of the Texas Government Code, and the legislature has given the governor broad authority to fulfill that responsibility; and

WHEREAS, failure to comply with any executive order issued during the COVID-19 disaster is an offense punishable under Section 418.173 by fine;

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, do hereby order the following on a statewide basis effective at 12:01 p.m. on July 3, 2020:

Every person in Texas shall 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; provided, however, that this face-covering requirement does not apply to the following:

1. any person younger than 10 years of age;
2. any person with a medical condition or disability that prevents wearing a face covering;
3. any person while the person is consuming food or drink, or is seated at a restaurant to eat or drink;
4. any person while the person is (a) exercising outdoors or engaging in physical activity outdoors, and (b) maintaining a safe distance from other people not in the same household;
5. any person while the person is driving alone or with passengers who are part of the same household as the driver;
6. any person obtaining a service that requires temporary removal of the face covering for security surveillance, screening, or a need for specific access to the face, such as while visiting a bank or while obtaining a personal-care service involving the face, but only to the extent necessary for the temporary removal;
7. any person while the person is in a swimming pool, lake, or similar body of water;
8. any person who is voting, assisting a voter, serving as a poll watcher, or actively administering an election, but wearing a face covering is strongly encouraged;
9. any person who is actively providing or obtaining access to religious worship, but wearing a face covering is strongly encouraged;
10. any person while the person is giving a speech for a broadcast or to an audience; or
11. any person in a county (a) that meets the requisite criteria promulgated by

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SECRETARY OF STATE
2:30 PM O'CLOCK

JUL 02 2020

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the Texas Division of Emergency Management (TDEM) regarding minimal cases of COVID-19, and (b) whose county judge has affirmatively opted-out of this face-covering requirement by filing with TDEM the required face-covering attestation form—provided, however, that wearing a face covering is highly recommended, and every county is strongly encouraged to follow these face-covering standards.

Not excepted from this face-covering requirement is any person attending a protest or demonstration involving more than 10 people and who is not practicing safe social distancing of six feet from other people not in the same household.

TDEM shall maintain on its website a list of counties that are not subject to this face-covering requirement pursuant to paragraph number 11. The list can be found at: www.tdem.texas.gov/ga29.

Following a verbal or written warning for a first-time violator of this face-covering requirement, a person's second violation shall be punishable by a fine not to exceed \$250. Each subsequent violation shall be punishable by a fine not to exceed \$250 per violation.

Local law enforcement and other local officials, as appropriate, can and should enforce this executive order, Executive Order GA-28, and other effective executive orders, as well as local restrictions that are consistent with this executive order and other effective executive orders. But no law enforcement or other official may detain, arrest, or confine in jail any person for a violation of this executive order or for related non-violent, non-felony offenses that are predicated on a violation of this executive order: provided, however, that any official with authority to enforce this executive order may act to enforce trespassing laws and remove violators at the request of a business establishment or other property owner.

This executive order hereby prohibits confinement in jail as a penalty for the violation of any face-covering order by any jurisdiction.

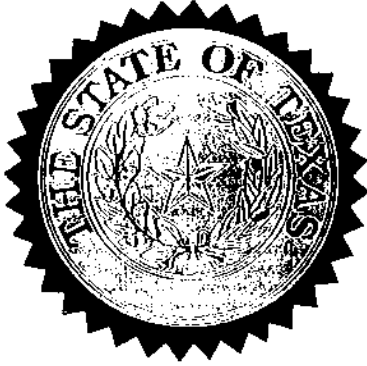
Executive Order GA-28 is hereby amended to delete from paragraph number 15 the phrase: ". but no jurisdiction can impose a civil or criminal penalty for failure to wear a face covering."

The governor may by proclamation amend this executive order or add to the list of people to whom this face-covering requirement does not apply.

This executive order does not supersede Executive Orders GA-10, GA-13, GA-17, GA-19, GA-24, GA-25, GA-27, or GA-28 as amended. This executive order shall remain in effect and in full force until modified, amended, rescinded, or superseded by the governor.

FILED IN THE OFFICE OF THE
SECRETARY OF STATE
2:50 PM O'CLOCK

JUL 02 2020



Given under my hand this the 2nd
day of July, 2020.

A handwritten signature in cursive script that reads "Greg Abbott".

GREG ABBOTT
Governor

ATTESTED BY:

A handwritten signature in cursive script that reads "Ruth R. Hughs".

RUTH R. HUGHS
Secretary of State

FILED IN THE OFFICE OF THE
SECRETARY OF STATE
2:30pm O'CLOCK

JUL 02 2020

LIST OF BOARD/COMMISSION VACANCIES

Updated: August 13, 2020

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

<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, is amended to read as follows:</i> 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, is amended to read as follows:</i> 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.</p> <p>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.</p> <p>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>

1.9.7

<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	John Hinnekamp	12/19/17
	Board of Adjustment	Mike Annas	12/19/17
	Construction Board	Raymond DeLeon	06/04/19
	Ec Dev. Revolving Loan	Barbara Gilmer	12/19/17
	Ec Dev. Corp. ½ Cent Sales Tax	Alan Fielder, Vice-Chair	12/19/17
	Electric Board	Joe Colley, Chair	12/19/17
	Historical Preservation	John Lairsen	12/19/17
	Library Board	Stephanie Riggins	12/19/17
	Parks and Recreation	Albert Villalpando, Chair	12/19/17
	Planning & Zoning	Paul Rodriguez	12/19/17
	ETJ Rep-Impact Fee Adv Comm	Larry Metzler	12/19/17
District 1 – Juan Mendoza	Airport Board	Larry Burrier	03/07/17
	Board of Adjustment	Lori Rangel	03/07/17
	Construction Board	Mike Votee	12/17/19
	Eco Dev. Revolving Loan	Ryan Lozano	03/07/17
	Eco Dev. Corp, ½ Cent Sales Tax	Dyral Thomas	12/17/19
	Electric Board	Frank Gomillion	12/17/19
	Historical Preservation	Christine Ohlendorf	06/02/20
	Library Board	Shirley Williams	12/17/19
	Parks and Recreation	Linda Thompson-Bennett	03/07/17
	Planning & Zoning	Chris St. Leger	12/17/19 CM McGregor on behalf of Councilman Mendoza
District 2– David Bryant (Members appointed prior to Nov 14, 2019 were made by John Castillo)	Airport Board	Todd Blomerth	05/05/20
	Board of Adjustment	Juan Juarez	03/07/17
	Construction Board	Oscar Torres	05/15/18
	EcoDev. Revolving Loan	Rudy Ruiz	03/07/17
	Eco Dev. Corp. ½ Cent Sales Tax	Umesh Patel	08/09/18
	Electric Board	James Briceno	03/07/17
	Historical Preservation	Ron Faulstich	03/07/17
	Library Board	Quartermetra Hughes	06/04/19
	Parks and Recreation	James Torres	03/07/17
	Planning & Zoning	Rob Ortiz, Alternate Manuel Oliva	03/07/17 03/07/17

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COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

District 3 – Kara McGregor	Airport Board Board of Adjustment Construction Board Eco Dev. Revolving Loan 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 Lew White, 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 01/02/18 12/19/17 06/18/19 09/03/19 12/19/17 12/19/17 12/05/17 12/19/17
District 4 - Jeffry Michelson	Airport Board Board of Adjustment Construction Board Eco Dev. Revolving Loan 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 Frank Coggins Morris Alexander Ian Stowe Michel Royal Donaly Brice Russell Wheeler Rick Arnie	03/07/17 12/05/17 12/05/17 12/05/17 12/05/17 03/06/18 07/07/20 12/05/17 12/05/17 01/15/19
Mayor Pro-Tem (At-Large) - Angie Gonzales-Sanchez	Airport Board Board of Adjustment Construction Board Eco Dev. Revolving Loan Eco Dev. Corp. ½ Cent Sales Tax Historical Preservation Library Board Parks and Recreation Planning & Zoning	Andrew Reyes Laura Cline, Chair Paul Martinez Irene Yanez Alfredo Munoz Ray Ramsey Jodi King Chris Schexnayder Philip Ruiz, Vice-Chair	01/07/20 01/07/20 01/07/20 01/07/20 01/07/20 07/07/20 01/07/20 03/07/17 01/07/20

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COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

At-Large - Brad Westmoreland	Airport Board Board of Adjustment Construction Board (Alternate) Eco Dev. Revolving Loan Eco Dev. Corp. ½ Cent Sales Tax Historical Preservation Library Board Parks and Recreation Planning & Zoning	Jayson "Tex" Cordova Severo Castillo Gary Shafer Edward Strayer 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 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 Rehecca Pulliam Bernie 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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COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

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

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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	<i>N/A Brand new/created in 2020</i>	
8. Sell church property	<i>N/A Brand new/created in 2020</i>	
9. Create a Youth Advisory Board to explore options around youth programs/activities	<i>N/A Brand new/created in 2020</i>	
10. Implement downtown drainage improvements	<i>N/A Brand new/created in 2020</i>	

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 accommodate 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 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 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 square.	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, 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
		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								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	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	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																																							
\$2,068,024.00	1	DRAINING IMPROVEMENTS CONTRACT 1 - Mesquite/Wichita Street & Richland Drive																																							
		Surveying Proposal	17 days	Fri 3/6/15	Sun 3/22/15																																				
		Survey	30 days	Mon 3/23/15	Tue 4/21/15																																				
		Acquisition	120 days	Wed 4/22/15	Wed 8/19/15																																				
		Engineering Design	90 days	Wed 4/22/15	Mon 7/20/15																																				
		Bid Ad/NTP	60 days	Tue 7/21/15	Fri 9/18/15																																				
		Construction	180 days	Sat 9/19/15	Wed 3/16/16																																				
\$1,999,200.00	2	DRAINAGE IMPROVEMENTS CONTRACT 2 - Century Oaks/Market Street, & Ash/Comal Streets																																							
		Surveying Proposal	17 days	Fri 3/6/15	Sun 3/22/15																																				
		Survey	30 days	Sat 4/25/15	Sun 5/24/15																																				
		Acquisition	150 days	Mon 5/25/15	Wed 10/21/15																																				
		Engineering Design	120 days	Mon 5/25/15	Mon 9/21/15																																				
		Bid Ad/NTP	60 days	Tue 9/22/15	Fri 11/20/15																																				
		Construction	180 days	Sat 11/21/15	Wed 5/18/16																																				
\$3,394,038.00	3	DRAINAGE IMPROVEMENTS CONTRACT 3 - Downtown Improvements Project																																							
		Surveying Proposal	15 days	Sun 8/2/15	Sun 8/16/15																																				
		Survey	45 days	Mon 8/17/15	Wed 9/30/15																																				
		Engineering Design	180 days	Thu 10/1/15	Mon 3/28/16																																				
		Bid Ad/NTP	60 days	Tue 3/29/16	Fri 5/27/16																																				
		Construction	365 days	Sat 5/28/16	Sat 5/27/17																																				
\$323,400.00	4	DRAINAGE IMPROVEMENTS CONTRACT 4 - Medina & US183 Project																																							
		Surveying Proposal	15 days	Sun 11/1/15	Sun 11/15/15																																				
		Survey	7 days	Mon 11/16/15	Sun 11/22/15																																				
		Acquisition	90 days	Mon 11/23/15	Sat 2/20/16																																				
		Engineering Design	60 days	Mon 11/23/15	Thu 1/21/16																																				
		Bid Ad/NTP	60 days	Fri 1/22/16	Mon 3/21/16																																				
		Construction	90 days	Tue 3/22/16	Sun 6/19/16																																				
\$1,764,000.00	5	FM 2001 ELEVATED TANK PROJECT																																							
		Surveying Proposal	15 days	Sat 1/2/16	Sat 1/16/16																																				
		Survey	15 days	Sun 1/17/16	Sun 1/31/16																																				
		Acquisition	120 days	Mon 2/1/16	Mon 5/30/16																																				
		Engineering Design	90 days	Mon 2/1/16	Sat 4/30/16																																				
		Bid Ad/NTP	60 days	Sun 5/1/16	Wed 6/29/16																																				

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
\$1,355,516.00	6	Construction	365 days	Thu 6/30/16	Thu 6/29/17																																				
		Surveying Proposal	15 days	Mon 1/18/16	Mon 2/1/16																																				
		Survey	30 days	Tue 2/2/16	Wed 3/2/16																																				
		Acquisition	150 days	Thu 3/3/16	Sat 7/30/16																																				
		Engineering Design	120 days	Thu 3/3/16	Thu 6/30/16																																				
		Bid Ad/NTP	60 days	Fri 7/1/16	Mon 8/29/16																																				
		Construction	300 days	Fri 9/2/16	Wed 6/28/17																																				
\$470,400.00	7	SH130 PUMP STATION PROJECT																																							
		Survey	7 days	Mon 4/25/16	Sun 5/1/16																																				
		Engineering Design	90 days	Mon 5/2/16	Sat 7/30/16																																				
		Bid Ad/NTP	60 days	Sun 7/31/16	Wed 9/28/16																																				
\$859,186.00	8	SH130/TOWN BRANCH SEWER PROJECT																																							
		Surveying Proposal	15 days	Fri 5/20/16	Fri 6/3/16																																				
		Survey	30 days	Sat 6/4/16	Sun 7/3/16																																				
		Acquisition	120 days	Mon 7/4/16	Mon 10/31/16																																				
		Engineering Design	90 days	Mon 7/4/16	Sat 10/1/16																																				
		Bid Ad/NTP	60 days	Sun 10/2/16	Wed 11/30/16																																				
\$1,891,126.00	9	WATER TRANSMISSION MAIN PROJECT - Water Plant Transmission Main, MLK to FM 20 West Transmission Main																																							
		Surveying Proposal	17 days	Wed 11/16/16	Fri 12/2/16																																				
		Survey	30 days	Sat 12/3/16	Sun 1/1/17																																				
		Acquisition	120 days	Mon 1/2/17	Mon 5/1/17																																				
		Engineering Design	90 days	Mon 1/2/17	Sat 4/1/17																																				
		Bid Ad/NTP	60 days	Sun 4/2/17	Wed 5/31/17																																				
		Construction	180 days	Mon 6/5/17	Fri 12/1/17																																				