

PUBLIC NOTICE

AGENDA

LOCKHART CITY COUNCIL

TUESDAY, JANUARY 7, 2020

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

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.

DISCUSSION ONLY

- A. Discuss December 3, 2019 and December 17, 2019 Council minutes. *4-17*
- B. Discuss selection of Evergreen Solutions, LLC of Tallahassee, Florida to conduct a Classification and Compensation Study, and appointing the Mayor to execute the Agreement. *18-87*
- C. Discuss Resolution 2020-01 suspending the February 6, 2020 effective date of Texas Gas Service Company's requested increase to permit the City time to study the request and to establish reasonable rates; approving cooperation with other cities in the Texas Gas Service Company's Central Texas and Gulf Coast Service areas; hiring legal and consulting services to negotiate with the company and direct any necessary litigation and appeals; authorizing intervention in GUD No. 10928 at the Railroad Commission; requiring reimbursement of Cities' rate case expenses; finding that the meeting at which this Resolution is passed is open to the public as required by law; requiring notice of this Resolution to the company and legal counsel.
- D. Discuss Hotel Occupancy Tax (HOT) Advisory Board appointments. *92 88-91*

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. **DISCUSSION/ACTION ITEMS**

- A. Discussion and/or action to consider December 3, 2019 and December 17, 2019 Council minutes. 4-17
- B. Discussion and/or action regarding selection of Evergreen Solutions, LLC of Tallahassee, Florida to conduct a Classification and Compensation Study, and appointing the Mayor to execute the Agreement. 18-87
- C. Discussion and/or action to consider Resolution 2020-01 suspending the February 6, 2020 effective date of Texas Gas Service Company's requested increase to permit the City time to study the request and to establish reasonable rates; approving cooperation with other cities in the Texas Gas Service Company's Central Texas and Gulf Coast Service areas; hiring legal and consulting services to negotiate with the company and direct any necessary litigation and appeals; authorizing intervention in GUD No. 10928 at the Railroad Commission; requiring reimbursement of Cities' rate case expenses; finding that the meeting at which this Resolution is passed is open to the public as required by law; requiring notice of this Resolution to the company and legal counsel. 88-91
- D. Discussion and/or action regarding Hotel Occupancy Tax (HOT) Advisory Board appointments. 92
- E. Discussion and/or action regarding appointments to various boards, commissions or committees. 93-101

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

- Norman Alston Architects is preparing a maintenance Master Plan for the Clark Library complex.
- Mr. Scott Joslove with the Texas Hotel & Lodging Association will present a workshop regarding the distribution and uses of Municipal Hotel/Motel taxes on January 23, 2020 from 6:00 p.m. – 8:00 p.m. in the Council Chambers. Those invited to the workshop are the HOT Advisory Board, City Council, and organizations that receive HOT funds. The workshop is open to the public.
- On December 18, 2019, GBRA issued the City of Lockhart a refund in the amount of \$312,122. Approximately two-thirds of this amount resulted from the wastewater treatment septic tank hauler fees coming in over budget, and the remainder was due to the water well rehabilitation being postponed and lower than anticipated power and utilities, chemical and laboratory costs.
- Update on the Caldwell County Complete Count activities related to the 2020 Census.
- Update concerning the trail project in City Park and other city wide playscapes and shade structure projects.
- The City Council will conduct its annual Strategic Priorities Retreat the afternoon of January 17th and the morning of January 18th.
- Library Updates:
 - TAX Aide in February – AARP volunteers will be at the library assisting with filing tax forms on Mondays from 9 a.m. to 12(noon) and on Thursdays from 4 p.m. to 7 p.m. This service is free and registration will be required. Tax forms will also be available at the library soon.
 - Amnesty Month at the Library – Library past dues fees will be waived in January. The library encourages patrons to take advantage of amnesty month.

6. **COUNCIL AND STAFF COMMENTS – ITEMS OF COMMUNITY INTEREST**
(**Items of Community Interest defined below)

7. **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 3rd day of January 2020 at 11:50am.

**REGULAR MEETING
LOCKHART CITY COUNCIL**

DECEMBER 3, 2019

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 John Castillo
Councilmember Kara McGregor
Councilmember Brad Westmoreland

Staff present:

Steven Lewis, City Manager
Monte Akers, City Attorney
Sean Kelley, Public Works Director
Julie Bowermon, Civil Service/HR Director

Connie Constancio, City Secretary
Miles Smith, Public Information Officer
Pam Larison, Finance Director
Dan Gibson, City Planner

Citizens/Visitors Addressing the Council: Citizens: Thomas Blauvelt, Amanda West and Dora Cerda and daughter.

Work Session 6:30 p.m.

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

DISCUSSION ONLY

A. DISCUSS MINUTES OF THE CITY COUNCIL MEETING OF NOVEMBER 7, 2019 AND NOVEMBER 14, 2019.

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

B. DISCUSS SEMI-ANNUAL REPORT FROM THE IMPACT FEE ADVISORY COMMITTEE CONCERNING THE STATUS OF IMPLEMENTATION OF CHAPTER 31 "IMPACT FEES" OF THE LOCKHART CODE OF ORDINANCES WITH REGARD TO WATER, WASTEWATER, AND ROAD IMPACT FEES.

Mr. Gibson stated that in accordance with State law, the Impact Fee Advisory Committee has an ongoing role in monitoring and evaluating implementation of the impact fee capital improvement plans and submitting semi-annual reports to City Council. The Committee met on November 13, 2019 to consider their 35th semi-annual report since impact fees were originally adopted on January 15, 2002. The current total balance of all impact fee accounts is \$1,924,632. Total impact fee revenue during this six-month period was \$121,109 and a total of \$48,426 was present on an eligible water project during this period from April 1 to October 1, 2019. The update to the impact fee capital improvement plans that was adopted on April 4, 2017 eliminated projects that had been accomplished and shows only projects that were not yet funded, so the tracking of revenue and expenditures effectively started over at zero. The fund balances carried over. There was discussion.

C. DISCUSS ONE YEAR RENEWAL TO THE EXISTING CONTRACT WITH GENE BAGWELL, DBA, MAINTENANCE MANAGEMENT OF SAN MARCOS, TEXAS FOR CEMETERY MAINTENANCE MOWING SERVICES IN THE WEST SECTION OF THE LOCKHART MUNICIPAL BURIAL PARK ON NORTH COLORADO STREET IN THE AMOUNT OF \$52,930.80 AND APPOINTING THE MAYOR TO SIGN THE CONTRACTUAL DOCUMENT IF APPROVED.

Mr. Kelley stated that the existing contract was awarded in 2009. Mr. Bagwell has maintained the city cemetery for the past 15 years and has done a commendable job, especially in the areas of customer service. This company has multiple cemetery mowing maintenance contracts, including City of San Marcos, City of Austin and the State Veteran's Land Board. This contract does have cost adjustments to the base bid price based on the annual June Consumer Price Index, with a maximum increase or decrease amount of 3%. The City can cancel the proposed contract with a 30-day written notice to the contractor as written in Section 12 of the existing contract. General liability and workers compensation insurances that cover the City of Lockhart are requirements of this contract. Mr. Kelley recommended approval. There was discussion.

D. DISCUSS RESOLUTION 2019-34 AUTHORIZING THE FILING OF A GRANT APPLICATION WITH THE CAPITAL AREA COUNCIL OF GOVERNMENTS (CAPCOG) FOR A REGIONAL SOLID WASTE GRANTS PROGRAM GRANT, AUTHORIZING THE MAYOR TO ACT ON BEHALF OF THE CITY OF LOCKHART, TEXAS IN ALL MATTERS RELATED TO THE APPLICATION, AND PLEDGING THAT IF A GRANT IS RECEIVED THE CITY OF LOCKHART WILL COMPLY WITH THE GRANT REQUIREMENTS OF CAPCOG, THE TEXAS COMMISSION ON ENVIRONMENTAL QUALITY AND THE STATE OF TEXAS.

Ms. Bowermon stated that the grant would provide funding to hold a city-wide residential household hazardous waste (HHW) collection event in Spring 2021 for approximately \$22,000 (\$4,000 City Match plus \$18,000 grant funding equals \$22,000). It will be noted that the \$4,000 match for Fiscal Year 2020-2021 is contingent upon the future city budget of Fiscal Year 2020-2021. Ms. Bowermon recommended approval. There was discussion.

E. DISCUSS ORDINANCE 2019-29 ESTABLISHING A HOTEL OCCUPANCY TAX (HOT) ADVISORY BOARD, AMENDING ARTICLE IV OF CHAPTER 2 AND ARTICLE IV OF CHAPTER 54 TO INCLUDE THE HOT ADVISORY BOARD AND TO SPECIFY THE CREATION, MEMBERSHIP, APPOINTMENT, PURPOSES AND RESPONSIBILITIES OF THE BOARD.

Ms. Larison stated that during previous meetings, the Council agreed to establish a board to review applications and to make recommendations to Council regarding Hotel Occupancy Tax allocations. The proposed ordinance creates the Advisory Board. There was discussion.

F. DISCUSS APPOINTING MEMBERS TO THE HOTEL OCCUPANCY (HOT) ADVISORY BOARD.

Mayor White suggested that the following members be appointed:

- Archana Gandhi
- Ray Sanders, former Mayor
- Alfredo Munoz
- Sally Daniels
- Janet Grigar
- Roxanne Rix
- Steve Lewis, City Manager

There was discussion regarding the HOT Advisory Board duties.

G. DISCUSS APPOINTING TWO REPRESENTATIVES OF THE CITY OF LOCKHART TO THE GENERAL ASSEMBLY OF THE CAPITAL AREA COUNCIL OF GOVERNMENTS (CAPCOG).

Mayor White stated that based on Lockhart's population, the city is entitled to appoint two elected officials to the CAPCOG General Assembly. He currently serves on the CAPCOG Executive Committee and he will also continue to serve on the CAPCOG General Assembly. Councilmember John Castillo was previously the other CAPCOG General Assembly appointee representing Lockhart.

After discussion, the Council named Councilmember Jeffry Michelson as the second appointee to the CAPCOG General Assembly.

H. DISCUSS THE SELECTION OF MAYOR PRO-TEM OF THE LOCKHART CITY COUNCIL AS REQUIRED BY SECTION 3.05 OF THE CITY CHARTER.

Mayor White stated that Councilmember Angie Gonzales-Sanchez has commendably served as Mayor Pro-Tem for the past eight years, and that she has indicated an interest in continuing as Mayor Pro-Tem.

Mayor White requested additional nominations for Mayor Pro-Tem. There were none.

RECESS: Mayor White announced that the Council would recess for a break at 7:30 p.m.

REGULAR MEETING

ITEM 1. CALL TO ORDER

Mayor Lew White called the meeting to order at 7:52 p.m.

ITEM 2. INVOCATION, PLEDGE OF ALLEGIANCE.

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

ITEM 3. PUBLIC COMMENT

Mayor White requested citizens to address the Council on items that were not on the agenda. There were none.

ITEM 4-A. HOLD A PUBLIC HEARING AND DISCUSSION AND/OR ACTION TO CONSIDER AN APPEAL BY THOMAS BLAUVELT ON BEHALF OF CARLOS AND LINDA EURESTE, OF THE PLANNING AND ZONING COMMISSION'S DENIAL OF SUP-19-12, AN APPLICATION FOR A SPECIFIC USE PERMIT TO ALLOW A DF-2 RESIDENTIAL DEVELOPMENT TYPE ON 0.263 ACRE IN THE BYRD LOCKHART SURVEY, ABSTRACT NO. 17, ZONED RMD RESIDENTIAL MEDIUM DENSITY DISTRICT AND LOCATED AT 1001 JOHNSON STREET.

Mayor White opened the public hearing at 7:52 p.m.

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Mr. Gibson stated that the RMD zoning district allows duplexes by-right on lots at least 65 feet wide, 120 feet deep, and 8,500 square feet in area. That is known as the DF-1 development type. Upon approval of a Specific Use Permit by the Planning and Zoning Commission, the RMD district also allows the DF-2 development type, which is a duplex on a lot at least 50 feet wide, 105 feet deep, and 6,000 square feet in area. The subject property is 96 feet wide, 119.44 feet deep, and 11,466.24 square feet in area. Therefore, it far exceeds the minimum width and area requirements for the DF-1 development type, but is just 6.72 inches short of the minimum 120-foot depth. Therefore, the proposed duplex is classified as the DF-2 development type, for which the minimum depth is only 105 feet. Considering that, if not for the 6.74-inch shortfall, the duplex would be allowed by-right and not require Planning and Zoning Commission's approval. Although there were no objections submitted in writing, the residents of 915 Tank Street and 1003 Johnson Street spoke in opposition at the Planning and Zoning Commission public hearing. The Commission subsequently voted 4-1 in favor of a motion and second to deny approval of the Specific Use Permit. The applicant has submitted this appeal of the Commission's decision, in accordance with Section 64-127(c)(6) of the Zoning Ordinance, for which this public hearing was advertised in the same manner as the original application. The Council may uphold, modify, or reverse the decision of the Planning and Zoning Commission by a simple majority vote. Mr. Gibson stated that staff recommends that the Council reverse the Planning and Zoning Commission's denial of the Specific Use Permit.

Mayor White requested the applicant to address the Council.

Thomas Blauvelt, applicant, requested that the Council approve the appeal of the Specific Use Permit because he believes that the property is large enough to accommodate the duplex that he plans to build, even though the lot is slightly smaller than the required minimum lot size.

Mayor White requested citizens to address the Council in favor of the appeal.

Amanda West, 428 Trinity, spoke in favor of approving the specific use permit.

Mayor White requested the following citizen to address the Council:

Dora Cerda, 915 Tank, stated that her daughter would speak on her behalf. She stated that she believes that the adjacent properties are not surveyed properly and that they would be conducting a survey soon which she believes would increase the size of her property and decrease the size of 1001 Johnson Street, more than what is currently measured. She also requested that only single-family dwellings be allowed in the neighborhood.

Mayor White requested additional citizens to address the Council. There were none. He closed the public hearing at 8:18 p.m. There was discussion.

Councilmember McGregor made a motion to reverse the Planning and Zoning Commission's denial of SUP-19-12. Mayor Pro-Tem Sanchez seconded. The motion passed by a vote of 7-0.

ITEM 4-B. HOLD A PUBLIC HEARING AND DISCUSSION AND/OR ACTION TO CONSIDER ORDINANCE 2019-28 AMENDING CHAPTER 64 "ZONING" OF THE LOCKHART CODE OF ORDINANCES, ARTICLE VII "ZONING DISTRICTS AND STANDARDS", SECTION 64-203 "NONRESIDENTIAL APPEARANCE STANDARDS".

Mayor White opened the public hearing at 8:26 p.m.

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Mr. Gibson stated that staff gave a short presentation at the September 17, 2019 City Council meeting regarding recent changes in State law that affected the City's development regulations. One of the major changes result from HB 2439, which prohibits cities from enforcing any locally adopted code or ordinance requiring or restricting exterior building materials in such a way that it deviates from the national model building codes. Section 64-203(1) of Lockhart's zoning ordinance requires that at least 35 percent of the area of exterior walls of nonresidential buildings consist of at least one finish material selected from a list of preferred materials. Section 64-203(6)(e) also refers to preferred materials. In order for Lockhart's ordinance to be consistent with State law, those existing provisions should be deleted or replaced with new provisions. The remainder of the section can still be enforced and is not proposed to be amended except for some clarifications and other minor modifications that will improve the enforceability of the standards. Mr. Gibson stated that the Planning and Zoning Commission and staff recommend approval.

Mayor White requested citizens to address the Council. There were none. He closed the public hearing at 8:50 p.m.

Councilmember Michelson made a motion to approve Ordinance 2019-28, as presented. Councilmember Westmoreland seconded. The motion passed by a vote of 7-0.

ITEM 5. CONSENT AGENDA.

Mr. Akers requested that consent agenda item 5E be pulled for discussion.

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.

The following are the consent agenda items that were approved:

- 5A: Approve minutes of the City Council meeting of November 7, 2019 and November 14, 2019.
- 5B: Accept semi-annual report from the Impact Fee Advisory Committee concerning the status of implementation of Chapter 31 "Impact Fees" of the Lockhart Code of Ordinances with regard to water, wastewater, and road impact fees.
- 5C: Approve one year renewal to the existing contract with Gene Bagwell, dba, Maintenance Management of San Marcos, Texas for cemetery maintenance mowing services in the West Section of the Lockhart Municipal Burial Park on North Colorado Street in the amount of \$52,930.80 and appointing the Mayor to sign the contractual document if approved.
- 5D: Approve Resolution 2019-34 authorizing the filing of a grant application with the Capital Area Council of Governments (CAPCOG) for a regional solid waste grants program grant, authorizing the Mayor to act on behalf of the City of Lockhart, Texas in all matters related to the application, and pledging that if a grant is received the City of Lockhart will comply with the grant requirements of CAPCOG, the Texas Commission on Environmental Quality and the State of Texas.

ITEM 5-E. APPROVE ORDINANCE 2019-29 ESTABLISHING A HOTEL OCCUPANCY TAX (HOT) ADVISORY BOARD, AMENDING ARTICLE IV OF CHAPTER 2 AND ARTICLE IV OF CHAPTER 54 TO INCLUDE THE HOT ADVISORY BOARD AND TO SPECIFY THE CREATION, MEMBERSHIP, APPOINTMENT, PURPOSES AND RESPONSIBILITIES OF THE BOARD.

Mr. Akers suggested that Section 1 of the Ordinance be changed to add the HOT Advisory Board to Section 2-207(3) as a special purpose committee and not to Section 2-207(2). There was also clarification about a typographical error.

Councilmember McGregor made a motion to approve Ordinance 2019-29, with amendments as mentioned by the City Attorney. Councilmember Westmoreland seconded. There was discussion. The motion passed by a vote of 6-1, with Councilmember Michelson opposing.

ITEM 6-A. DISCUSSION AND/OR ACTION TO CONSIDER APPOINTING MEMBERS TO THE HOTEL OCCUPANCY (HOT) ADVISORY BOARD.

There was discussion.

Mayor White made a motion to appoint Ray Sanders, Alfredo Munoz, Archana Gandhi, Janet Grigar and Steve Lewis, City Manager as members and to appoint Roxanne Rix and Sally Daniel as alternate members. Councilmember McGregor seconded. The motion passed by a vote of 6-1, with Councilmember Michelson opposing.

ITEM 6-B. DISCUSSION AND/OR ACTION TO CONSIDER APPOINTING TWO REPRESENTATIVES OF THE CITY OF LOCKHART TO THE GENERAL ASSEMBLY OF THE CAPITAL AREA COUNCIL OF GOVERNMENTS (CAPCOG).

Mayor Pro-Tem Sanchez made a motion to appoint Mayor White and Councilmember Jeffry Michelson to the CAPCOG General Assembly. Councilmember Mendoza seconded. The motion passed by a vote of 7-0.

ITEM 6-C. DISCUSSION AND/OR ACTION REGARDING THE SELECTION OF MAYOR PRO-TEM OF THE LOCKHART CITY COUNCIL AS REQUIRED BY SECTION 3.05 OF THE CITY CHARTER.

Mayor White made a motion to appoint Councilmember Angie Gonzales-Sanchez as Mayor Pro-Tem of the Lockhart City Council. Councilmember Mendoza 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.

Mayor White requested appointments to board and commissions. There was discussion. There were no appointments.

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

- Tree of Angels ceremony was held on Monday, December 2 at 7:00 p.m. at First Lockhart Baptist Church.
- Dickens' Lighted parade will be on Friday, December 6 at 7:00 p.m. with festivities continuing December 7th.
- Light Up Lockhart and pictures with Santa on the Downtown Square on Sunday, December 8 at 3:30 p.m.
- Elizabeth Cash, Deputy Municipal Court Clerk is a certified Level 2 Court Clerk through the Texas Court Clerks Association.
- Installation of playscapes will begin soon.
- Welcome Kaley Frye as the new President of the Lockhart Chamber of Commerce.

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

Councilmember Westmoreland thanked all involved with the tree lighting event, he invited everyone downtown for the Dickens' celebration this weekend.

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Mayor Pro-Tem Sanchez thanked the Lockhart Victim Assistance Team for the successful ceremony. She expressed condolences to the families of Charles Alley, Eusebio Garcia, Sr., Juanita Garcia Pompa and Sandra Manning for their loss.

Councilmember McGregor invited everyone to the Dickens' Christmas this weekend.

Councilmember Michelson thanked the Lockhart Victim Assistance Team for the successful ceremony. He invited everyone to the Dickens' Christmas events this weekend.

Mayor White congratulated Councilmember Bryant on attending his first Council meeting. He also invited everyone to attend the Dickens' Christmas this weekend, First Friday events and the Tree Lighting ceremony this Sunday.

ITEM 9. EXECUTIVE SESSIONS.

Mayor White announced that the Council would enter Executive Session at 9:10 p.m. to discuss the following items:

EXECUTIVE SESSION IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT CODE, TITLE 5, SUBCHAPTER D, SECTION 551.072 - TO DELIBERATE THE PURCHASE, EXCHANGE, LEASE OR VALUE OF REAL PROPERTY IF DELIBERATION IN AN OPEN MEETING WOULD HAVE A DETRIMENTAL EFFECT ON THE POSITION OF THE GOVERNMENTAL BODY IN NEGOTIATIONS WITH A THIRD PERSON. Discussion of advertising for bids for the sale of City real property.

EXECUTIVE SESSION IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT CODE, TITLE 5, SUBCHAPTER D, SECTION 551.071 - PRIVATE CONSULTATION WITH ITS ATTORNEY TO SEEK ADVICE ABOUT PENDING OR CONTEMPLATED LITIGATION; AND/OR SETTLEMENT OFFER and SECTION 551.072. TO DELIBERATE THE PURCHASE, EXCHANGE, LEASE OR VALUE OF REAL PROPERTY IF DELIBERATION IN AN OPEN MEETING WOULD HAVE A DETRIMENTAL EFFECT ON THE POSITION OF THE GOVERNMENTAL BODY IN NEGOTIATIONS WITH A THIRD PERSON. Discussion with City Attorney regarding possible transfer of land for service area and water Certificates of Convenience and Necessity (CCNs) from Polonia Water Supply Corporation.

ITEM 10. OPEN SESSION.

Mayor White announced that the Council would enter Open Session at 9:38 p.m.

A. DISCUSSION AND/OR ACTION REGARDING ADVERTISING FOR BIDS FOR THE SALE OF CITY REAL PROPERTY.

Mayor Pro-Tem Sanchez made a motion to authorize the City Manager to advertise for bids of the sale of City real property. Councilmember McGregor seconded. The motion passed by a vote of 7-0.

B. DISCUSSION AND/OR ACTION REGARDING AGREEMENT BETWEEN THE CITY OF LOCKHART AND POLONIA WATER SUPPLY CORPORATION REGARDING TRANSFER OF LAND FOR SERVICE AREA AND WATER CERTIFICATES OF CONVENIENCE AND NECESSITY (CCN).

Mayor Pro-Tem Sanchez made a motion to approve the agreement between City of Lockhart and Polonia Water Supply Corporation to transfer land for service area and water Certificates of Convenience and Necessity and to authorize the Public Works Director to file application for approval with the Public Utility Commission. Councilmember Michelson 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 9:41 p.m.

PASSED and APPROVED this the 7th day of January 2020.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

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**LOCKHART CITY COUNCIL
REGULAR MEETING**

DECEMBER 17, 2019

6:30 P.M.

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

Council present:

Mayor Lew White	Councilmember John Castillo
Councilmember Juan Mendoza	Councilmember Kara McGregor
Councilmember Jeffry Michelson	Councilmember Brad Westmoreland
Mayor Pro-Tem Angie Gonzales-Sanchez (arrived at 7:15 p.m.)	

Staff present:

Steven Lewis, City Manager	Connie Constancio, City Secretary
Monte Akers, City Attorney	Miles Smith, Public Information Officer
Dan Gibson, City Planner	Sean Kelley, Public Works Director
Pam Larison, Finance Director	Mike Kamerlander, Economic Development Dir.
Ernest Pedraza, Police Chief	

Citizens/Visitors Addressing the Council: Representatives of the St. David’s Foundation; and, Scott Joslove, President of the Texas Hotel & Lodging Association.

Work Session 6:30 p.m.

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

PRESENTATION ONLY

Chief Pedraza gave an update about a shooting incident in Lockhart this past weekend. He stated that all safety personnel and entities are continuing to search for the suspect through various law enforcement means. He stated that this event is an isolated incident and that he did not anticipate any danger in the community.

A. PRESENTATION BY ST. DAVID’S FOUNDATION TO FORMALLY ANNOUNCED THAT THE CITY OF LOCKHART IS A RECIPIENT OF THE PARKS WITH PURPOSE GRANT.

Representatives of the St. David’s Foundation presented a check to the City of Lockhart in the amount of \$200,000 announcing that the City of Lockhart was awarded grant funds towards the Parks with Purpose project.

B. INTRODUCTION AND PRESENTATION BY MR. SCOTT JOSLOVE, PRESIDENT AND CEO OF THE TEXAS HOTEL & LODGING ASSOCIATION (THLA).

Ms. Larison introduced Scott Joslove, President and CEO of the Texas Hotel & Lodging Association.

Scott Joslove provided details and answered questions about Hotel Occupancy Tax laws.

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DISCUSSION ONLY**A. DISCUSS ORDINANCE 2019-30 FOR BUDGET AMENDMENT NO. 41 AMENDING THE FISCAL YEAR 2019-2020 DEBT SERVICE FUND BUDGET BY INCREASING THE PAYMENT TO THE 2016 GENERAL OBLIGATION REFUNDING AND REDUCING THE EXPENSE IN THE HOTEL/MOTEL FUND BY \$40,000.**

Ms. Larison stated that the budget amendment was requested by Mayor White in order to remove the expense line item of \$40,000 in Transfer to Debt Service from the Hotel/Motel Fund and transfer the expense to the Debt Service Fund. All expenditures associated with the Certificates of Obligations and General Obligation Refunding regarding the General Fund have allocations that are made by the transfer of property taxes. Total Debt Service payments are reported to the Caldwell County Appraisal District in order to calculate the City's debt rate during the ad valorem tax calculation. This budget amendment will reduce the expense of \$40,000 from the Hotel Motel Fund, which should have been reduced when the 2009 General Obligation Refunding bond was paid in full. The Debt Service Fund will receive an additional \$45,000 in revenues over expenditures. This budget amendment will increase the expense line item to \$332,462 and increase total expenses to \$1,101,843; therefore, making the revenues over expenditures \$5,700. Ms. Larison recommended approval. There was discussion.

B. DISCUSS RESOLUTION 2019-35 AUTHORIZING SUBMISSION OF GRANT APPLICATION TO THE TEXAS PARKS AND WILDLIFE DEPARTMENT FOR THE LOCAL PARKS GRANT PROGRAM; AND AUTHORIZING THE MAYOR TO SIGN ANY CONTRACTUAL DOCUMENTS IF AWARDED.

Mr. Kelley stated that during the Parks Master Plan Implementation workshops held earlier this year, it was the consensus of the Council for staff to seek out grants to assist with funding park projects. This Local Park Grant Program can fund park projects up to \$300,000 and requires a 50/50 match for eligible improvements. The Parks, Recreation and Open Space Master Plan has laid out the groundwork for picking out such projects. Staff is proposing using the funds to add lighting to the Town Branch Trail in City Park. Once the grant application has been reviewed, the Texas Parks and Wildlife Department will announce the recipients of the grant in May of 2020. The Local Parks Grant Program is a highly competitive grant, the proposed project selected will be competing with other communicates site-wide.

C. DISCUSS AWARDED FUEL BID TO GOLDEN WEST OIL COMPANY OF GONZALES, TEXAS WITH A PROFIT MARGIN OF 4.45 CENTS PER GALLON FOR GASOLINE AND 5.45 CENTS PER GALLON FOR DIESEL OVER THE OIL PRICE INFORMATION SERVICES (OPIS) PRICE FROM AUSTIN, TEXAS, RACK, POSTED WEEKLY. IF APPROVED THE TERM OF THE CONTRACT WILL BE FOR ONE YEAR.

Mr. Kelley stated that fuel bids were sought in compliance with State law. The city uses about 40,000 gallons of gasoline and 26,000 gallons of diesel per year. Five bids were received from oil companies interested in delivering Unleaded Gasoline and Diesel to the Public Works yard. Golden West Oil Company of Gonzales, Texas submitted the best overall bid at \$0.0445 profit per gallon for gasoline and \$0.0545 profit per gallon for diesel. Price includes delivery to the Public Works yard. Golden West Oil Company has been delivering fuel to the City over the past year and has provided excellent service during that time. The term of the contract is for one year. Mr. Kelley recommended approval. There was discussion.

RECESS: Mayor White announced that the Council would recess for a break at 7:30 p.m.

REGULAR MEETING**ITEM 1. CALL TO ORDER.**

Mayor Lew White called the meeting to order at 7:48 p.m.

ITEM 2. INVOCATION, PLEDGE OF ALLEGIANCE.

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

ITEM 3. PUBLIC COMMENT.

Mayor White requested citizens to address the Council regarding a topic that is not on the agenda. There were none.

ITEM 4-A. HOLD A PUBLIC HEARING ON APPLICATIONS ZC-19-11 AND PDD-19-02 BY JONATHAN MCNAMARA OF MATKIN HOOVER ENGINEERING & SURVEYING ON BEHALF OF LOCKHART II PARTNERS, TO CONSIDER A ZONING CHANGE FROM RMD RESIDENTIAL MEDIUM DENSITY DISTRICT TO PDD PLANNED DEVELOPMENT DISTRICT, INCLUDING A PDD DEVELOPMENT PLAN FOR HERITAGE PLACE PLANNED DEVELOPMENT DISTRICT, A MIXED RESIDENTIAL SUBDIVISION ON 8.465 ACRES IN THE FRANCIS BERRY SURVEY, ABSTRACT NO. 2, LOCATED AT 1501 CLEAR FORK STREET. [WITHDRAWN]

Mayor White announced that the zoning change and planned development district applications were withdrawn.

ITEM 5. CONSENT AGENDA.

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

The following are the consent agenda items that were approved:

- 5A: Approve Ordinance 2019-30 for Budget Amendment No. 41 amending the Fiscal Year 2019-2020 Debt Service Fund Budget by increasing the payment to the 2016 General Obligation Refunding and reducing the expense in the Hotel/Motel fund by \$40,000.
- 5B: Approve Resolution 2019-35 authorizing submission of grant application to the Texas Parks and Wildlife Department for the Local Parks Grant Program; and authorizing the Mayor to sign any contractual documents if awarded.
- 5C: Approve awarding fuel bid to Golden West Oil Company of Gonzales, Texas with a profit margin of 4.45 cents per gallon for gasoline and 5.45 cents per gallon for diesel over the Oil Price Information Services (OPIS) price from Austin, Texas, RACK, posted weekly. If approved the term of the contract will be for one year.

ITEM 6-A. PRESENTATION AND DISCUSSION REGARDING ECONOMIC DEVELOPMENT UPDATE.

Mr. Kamerlander provided an update and there was discussion regarding Economic Development.

ITEM 6-B. DISCUSSION AND/OR ACTION REGARDING APPOINTMENTS TO VARIOUS BOARDS, COMMISSIONS OR COMMITTEES.

Mayor White requested appointments to boards or commissions.

Councilmember McGregor made a motion to appoint Chris St. Ledger to the Planning and Zoning Commission. Councilmember Michelson seconded. The motion passed by a vote of 7-0.

Councilmember Mendoza made a motion to re-appoint the following board/commission members. Mayor White seconded. The motion passed by a vote of 7-0.

Councilmember Mendoza appointments:

Construction Board – Mike Voetee

Lockhart Economic Development Corporation – Dyrall Thomas

Electric Board – Frank Gomillion

Library Board – Shirley Williams

Parks and Recreation Board – Linda Thompson-Bennett

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

- Dickens Christmas and Light Up Lockhart events were a success.
- Upcoming events at the Library:
 - Dickens Lunch on December 13 from 11:30 a.m. to 1:30 p.m.
 - Clear Fork Elementary will visit the Library on December 18.
- Greater San Marcos Partnership (GSMP) is developing the next 5-year Economic Development Strategic Plan. City Manager asked to serve on the Steering Committee.
- GSMP has launched a National search for a new President. It is anticipated to conclude the search at the end of February, 2020. Mr. Jason Giulietti is the Interim President.
- Review of October 2019 monthly financial report.
- Caldwell County has established a “Caldwell County 2020 Census Complete Count Committee” regarding the Federal 2020 Census solicitation.
- The Texas Water Development Board is preparing for upcoming flood risk project for Plum Creek in Caldwell and Hays County. This analysis is expected to change the Flood Insurance Rate Map in Lockhart.
- City has received the draft renewal discharge permit from TCEQ for the Larremore Street Wastewater Treatment Plant.
- City Council annual planning retreat is scheduled for the afternoon on January 17, 2020 and the morning of January 18, 2020.
- Fire Station No. 2 is complete. Fire Chief, Assistant Chief and Administrative Assistant will move into the new station during the week of December 16th.
- Initial Hotel Occupancy Tax Advisory Board meeting will be held on December 18, 2019 at 4:00 p.m. at City Hall.
- GBRA Carrizo Groundwater Supply Project update reflects that the Segment A pipeline is in the final design phase and Segment B1 pipeline will begin the final design phase in a few weeks. Four out of seven rights of entry have been granted for the Lockhart delivery line.
- Texas Gas Service (TGS) is planning to file a Statement of Intent to increase rates within the incorporated areas of the Central Texas Service area by December 20.
- Contractors are about 95% complete with the SH 130 Phase II 18” water main project. The water main has been completed up to the new elevated tower location.
- City staff is about 75% complete installing the 12” water main along FM 1322.

- The base and footings have been completed for the new elevated water tower located at FM 2001 and SH 130. Project will soon be moving vertical.
- Staff has submitted projects for LCRA Step Forward Program. LCRA has chosen the landscaping and painting projects at the animal shelter and various parks. The event will be held on April 3rd.
- Staff met with representatives from TXDOT last week to discuss the proposed sidewalk to connect South Park Village Apartments to the new pedestrian signal at Walmart. TxDOT has offered to design this project and the City of Lockhart will fund the construction.
- The next Police Officer entrance exam has been scheduled for Saturday, January 11, 2020.

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

Councilmember Westmoreland congratulated all involved with the successful Dickens’ Christmas event. He wished everyone Happy Holidays.

Councilmember Mendoza thanked all involved with the successful Dickens’ Christmas event. He thanked Lockhart Public Safety officers and all involved with keeping the community safe after the recent shooting incident. He announced that District 1 Pride is working on the upcoming MLK March in January.

Mayor Pro-Tem Sanchez thanked all involved with the successful Dickens’ Christmas event. She expressed condolences to families of Sandra Manning and Joe Castillo for their loss. Merry Christmas and Happy New Year to all.

Councilmember McGregor thanked all involved with the successful Dickens’ Christmas event. She stated that she is looking forward to the employee luncheon. She thanked city staff for working on installing the new playscapes at city parks. Happy Holidays and Happy New Year to all!

Councilmember Bryant thanked all involved with the successful Dickens’ Christmas event. He thanked Public Safety and Lockhart ISD for doing what was necessary to keep the community and children safe during the recent shooting incident. Happy Holidays and Happy New Year to all!

Councilmember Michelson thanked all involved with the successful Dickens’ Christmas event and Light Up Lockhart events. Happy Holidays and Happy New Year to all!

Mayor White thanked all for coming out to support the Dickens’ Christmas and to honor the late Dr. Donnie Wilson. He thanked all involved with the successful Light Up Lockhart event and for the lights around town. He thanked the Lockhart Public Safety Department for keeping the community informed after the recent shooting incident. He wished everyone Happy Holidays.

ITEM 9. EXECUTIVE SESSION IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT CODE, TITLE 5, SUBCHAPTER D, SECTION 551.087 TO DELIBERATE OR FOR DISCUSSION REGARDING COMMERCIAL OR FINANCIAL INFORMATION THAT THE GOVERNMENTAL BODY HAS RECEIVED FROM A BUSINESS PROSPECT THAT THE GOVERNMENTAL BODY SEEKS TO HAVE LOCATE, STAY, OR EXPAND IN OR NEAR THE TERRITORY OF THE GOVERNMENTAL BODY AND WITH WHICH THE GOVERNMENTAL BODY IS CONDUCTING ECONOMIC DEVELOPMENT NEGOTIATIONS; OR TO DELIBERATE THE OFFER OF A FINANCIAL OR OTHER INCENTIVE TO A BUSINESS PROSPECT.

Mayor White announced that the Council would enter Executive Session at 8:22 p.m. to discuss the following:

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- A. Discussion regarding Economic Development negotiations with Project Al.
- B. Discussion regarding Economic Development negotiations with Promogo.

ITEM 10. OPEN SESSION.

Mayor White announced that the Council would enter Open Session at 8:50 p.m. for discussion and/or action regarding the following:

- A. Discussion and/or action regarding Economic Development negotiations with Project Al.
There was no action taken.
- B. Discussion and/or action regarding Economic Development negotiations with Promogo.

Mayor Pro-Tem Sanchez made a motion to direct the Economic Development Director to proceed as discussed in Executive Session. Councilmember Michelson seconded. The motion passed by a vote of 7-0.

ITEM 11. ADJOURNMENT.

Councilmember Mendoza made a motion to adjourn the meeting. Mayor Pro-Tem Sanchez seconded. The motion passed by a vote of 7-0. The meeting was adjourned at 8:52 p.m.

PASSED and APPROVED this the 7th day of January 2020.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

Connie Constancio, TRMC
City Secretary

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: January 7, 2020

AGENDA ITEM CAPTION: Discussion and/or action regarding selection of Evergreen Solutions, LLC of Tallahassee, Florida to conduct a Classification and Compensation Study, and appointing the Mayor to execute the Agreement.

ORIGINATING DEPARTMENT AND CONTACT: Administration, Julie Bowermon

ACTION REQUESTED:

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

BACKGROUND/SUMMARY/DISCUSSION: The adopted City of Lockhart 2019-2020 Strategic Priorities identified a need for a classification and compensation study. In the FY 19-20 Budget, Council approved a one-time expenditure for a classification and compensation study.

Classification and compensation studies review internal equity (pay relationships between positions) and external competitiveness (pay relationships with labor market competitors). This helps public sector organizations achieve human resources objectives such as employee recruitment, retention, pay satisfaction and containing labor costs. A system creates a transparent and methodical approach the City can continue to use to ensure current and future employees are placed in the appropriate job classification and pay grade.

Classification and compensation plans group positions on the basis of a uniform criteria (i.e. job duties and knowledge requirements). It then allocates positions to salary grades that reflect their relative worth to the organization. Salary grades will have corresponding salary ranges that are aligned with the external labor market. Compensation includes both paid wages and benefits such as health insurance and sick/vacation leaves. Lockhart's study will include both paid wages and benefits.

To complete this project, request for proposals were sought and 8 proposals were received with a not-to-exceed cost range of \$23,956 to \$52,000. Staff evaluated the proposals on criteria including qualifications and experience with Texas cities as well as cost. Staff recommends the selection of Evergreen Solutions, LLC with a not-to-exceed cost of \$24,000. Evergreen has conducted studies for numerous municipal governments in Texas. Previous clients include the City of Buda, City of Lakeway, and City of Fredericksburg, which all provided positive feedback regarding the study process and results received from Evergreen. Previous clients also remarked on the continued support from Evergreen following the completion of the study to maintain and apply the results in future years.

If selected, Evergreen will return to the City Council and provide an in-depth presentation of the study process and address any questions or requests for additional information at that time. The project is anticipated to begin January 14, 2020 and take 3 months to complete. A proposed timeline listing the specific tasks is attached for your reference. A final timeline would be set during the Project Initiation Phase.

PROJECT SCHEDULE (if applicable): Evergreen anticipates competing the study within three months of the project start date and following the signing of the agreement.

AMOUNT & SOURCE OF FUNDING: (to be completed by Finance)

Funds Required: \$24,000

Account Number: 100-5101-299

Funds Available: \$50,000

Account Name: From Fund Balance

FISCAL NOTE (if applicable): One-time expenditure approved by City Council in the FY 19-20 Budget.

Previous Council Action: N/A

COMMITTEE/BOARD/COMMISSION ACTION: N/A

STAFF RECOMMENDATION/REQUESTED MOTION: Staff respectfully recommends selection of Evergreen Solutions, LLC of Tallahassee, Florida to conduct a Classification and Compensation Study.

LIST OF SUPPORTING DOCUMENTS: Proposed Timeline, Proposed Consulting Services Agreement, Selected Portions of the Evergreen Proposal to Conduct a Classification and Compensation Study

Department Head initials:



City Manager's Review:



**Exhibit 7-1
Proposed Timeline**

PROJECT TASKS	2020			
	JAN	FEB	MAR	APR
1.0: Project Initiation	█			
2.0: Evaluate the Current System		█		
3.0: Collect and Review Environmental Data		█		
4.0: Evaluate and Build Projected Classification Plan		█		
5.0: Identify List of Market Survey Benchmark Positions and Approved List of Targets		█		
6.0: Conduct Market Salary Survey and Provide External Assessment Summary		█	█	
7.0: Conduct a Benefits Survey		█		
8.0: Develop Strategic Positioning Recommendations			█	
9.0: Conduct Solution Analysis			█	
10.0: Develop and Submit Draft and Final Reports			█	
11.0: Develop Recommendations for Compensation Administration			█	
12.0: Provide Revised Class Descriptions and FLSA Determinations				█

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Consulting Services Agreement

By and Between

City of Lockhart, Texas
and

Evergreen Solutions, LLC

This Agreement (the "Agreement"), dated effective as of **JANUARY 7, 2020**, is made by and between Evergreen Solutions, LLC, a Florida corporation ("Evergreen"), and the City of Lockhart, Texas (the "Client").

WHEREAS, Evergreen Solutions and the Client desire to enter into an agreement whereby Evergreen will provide certain management consulting services for the Client on the terms and conditions hereinafter set forth; and

WHEREAS, Evergreen Solutions is willing to provide such management consulting services for the Client.

NOW, THEREFORE, the parties hereto agree as follows:

1. Engagement. Evergreen Solutions hereby agrees to provide such management consulting services for the Client as may be reasonably requested by the Client in connection with Request for Proposals for a Compensation and Classification Study and the Proposal submitted by Evergreen Solutions on November 14, 2019, which Proposal is attached hereto as Exhibit "A" and which is incorporated herein for all purposes.

2. Extent of Services. Evergreen Solutions agrees to perform such services to the best of its ability and in a diligent and conscientious manner and to devote appropriate time, energies and skill to those duties called for hereunder during the term of this Agreement and in connection with the performance of such duties to act in a manner consistent with the primary objective of completing the engagement.

Evergreen Solutions agrees to devote such time as is reasonably required to fulfill its duties hereunder. Throughout the duration of this agreement, Evergreen Solutions will serve as an independent contractor of the Client, as such; Evergreen Solutions will obey all laws relating to federal and state income taxes,



associated payroll and business taxes, licenses and fees, workers compensation insurance, and all other applicable state and federal laws and regulations.

In the successful completion of this engagement, Evergreen Solutions may utilize subcontractors, but Evergreen Solutions shall remain completely responsible to the Client for performance under this Agreement.

3. Term. The engagement of the Consultant hereunder by Client shall commence as of the date hereof and shall continue through **JUNE 30, 2020**, unless earlier terminated pursuant to Section 5 hereof.

4. Compensation.

(a) As compensation for the services contemplated herein and for performance rendered by Evergreen Solutions of its duties and obligations hereunder, the Client shall pay to Evergreen Solutions an aggregate fee equal to \$24,000 (the "Consulting Fee"), earned and payable according to the following invoice/payment schedule:

- 25% upon completion of Tasks 1 – 3
- 25% upon completion of Tasks 4 – 6
- 25% upon completion of Tasks 7 – 9
- 25% upon completion of Tasks 10 - 12

(b) The Client's sole obligation shall be to pay Evergreen Solutions the amounts described in Section 4(a) of this Agreement, and the Consultant is not and shall not be deemed an employee of the Client for any purpose.

5. Termination. This Agreement shall be terminated as follows:

(a) 30 days after written notice of termination is given by either party at any time after its effective date. In the event that Client desires to terminate for breach of this Agreement by Evergreen, Client shall first provide Evergreen with thirty (30) days written notice and opportunity for Evergreen to cure such breach. In the event that Evergreen does not cure the breach to Client's satisfaction, this Agreement shall terminate effective on the date of Client's written notice to Evergreen of such failure to cure.

(b) On such date as is mutually agreed by the parties in writing or upon expiration of the Term as set forth in Section 3.

(c) In the event Client elects to terminate this Agreement prior to expiration of the Term set forth in Section 3 for any reason, Client shall pay Evergreen a lump sum amount equal to the Consulting fee for the services completed by Evergreen prior to the date of such termination.

6. Confidential Information. Evergreen Solutions shall not, at any time during or following expiration or termination of its engagement hereunder (regardless of the manner, reason, time or cause thereof) directly or indirectly disclose or furnish to any person not entitled to receive the same for the immediate benefit of the Client any trade secrets or confidential information as determined by the Client in writing.

7. Covenants. Evergreen Solutions agrees to (a) faithfully and diligently do and perform the acts and duties required in connection with its engagement hereunder, and (b) not engage in any activity which is or likely is contrary to the welfare, interest or benefit of the business now or hereafter conducted by the Client.



8. Binding Effect. This Agreement will inure to the benefit of and shall be binding upon the parties hereto and their respective successors or assigns (whether resulting from any re organization, consolidation or merger of either of the parties or any assignment to a business to which all or substantially all of the assets of either party are sold).

9. Entire Agreement. This Agreement, including the aforementioned RFP and proposal, contains the entire agreement and understanding of the parties with respect to the subject matter hereof, supersedes all prior agreements and understandings with respect thereto and cannot be modified, amended, waived or terminated, in whole or in part, except in writing signed by the party to be charged.

10. Notices. All notices required to be given under the terms of this Agreement or which any of the parties desires to give hereunder shall be in writing and personally delivered or sent by registered or certified mail, return receipt requested, or sent by facsimile transmission, addressed as follows:

(a.) If to Evergreen Solutions addressed to:
Evergreen Solutions, LLC
Attention: Dr. Jeffrey Ling, President
2878 Remington Green Circle
Tallahassee, Florida 32308

(b.) If to the Client addressed to:
City of Lockhart
Attention: Steven Lewis, City Manger
P.O. Box 239
Lockhart, Texas 78644

Any party may designate a change of address at any time by giving written notice thereof to the other parties.

11. Miscellaneous. This Agreement:

(a) shall be binding upon and inure to the benefit of the parties hereto and their respective successors and permitted assigns;

(b) may not (except as provided in Section 9 hereof) be assigned by either party hereto without the prior written consent of the other party (any purported assignment hereof in violation of this provision being null and void);

(c) may be executed in any number of counterparts, and by any party on separate counterparts, each of which as so executed and delivered shall be deemed an original but all of which together shall constitute one and the same instrument, and it shall not be necessary in making proof of this Agreement as to any party hereto to produce or account for more than one such counterpart executed and delivered by such party;

(d) may be amended, modified or supplemented only by a written instrument executed by all of the parties hereto; and



(e) embodies the entire agreement and understanding of the parties hereto in respect of the transactions contemplated hereby and supersedes all prior agreements and understandings among the parties with respect thereto.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first above written.

Evergreen Solutions, LLC

Dr. Jeffrey Ling, President

City of Lockhart, Texas

Lew White, Mayor



A Proposal to Conduct a Classification and Compensation Study for the City of Lockhart, Texas

Submitted to:

City of Lockhart
Humans Resources Department
308 W. San Antonio Street
Lockhart, TX 78644

Submitted by:



Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, Florida 32308
(850) 383-0111 (ph) / (850) 383-1511 (fax)

November 14, 2019



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

November 12, 2019

City of Lockhart
Humans Resources Department
308 W. San Antonio Street
Lockhart, TX 78644

To whom it may concern:

Evergreen Solutions, LLC is pleased to submit this proposal to conduct a Classification and Compensation Study for the City of Lockhart (City). Our response is based on our review of your Request for Proposals (RFP), our understanding of the Texas labor market, our experience working in hundreds of local governments and public sector organizations, and our knowledge of best practices in human resources management. We believe we are the best qualified to perform the work being requested by the City because of our experience with similar studies for cities nationally.

Our firm was formed to provide an alternative to traditional consulting practices. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country and is licensed to transact business in the State of Texas (#32059488299).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 46 states, including many clients in the State of Texas. For example, Evergreen has worked with, or is currently on contract to work with, the following Texas public sector organizations in various human resource capacities: City of Lakeway; City of Austin; City of Conroe; City of Rowlett; City of Seguin; City of Amarillo; City of Farmers Branch; City of Mont Belvieu; City of Athens; City of Fate; City of Sachse; City of Gonzales; City of Duncanville; City of Pflugerville; City of Fredericksburg; City of Sunset Valley; Town of Little Elm; Ft. Bend County; Denton County; Travis County; Brazoria County; Dallas Area Rapid Transit; Texas City Management Association; Brazos River Authority; Bexar Metropolitan Water District; Denton County Fresh Water Supply District; Barton Springs/Edwards Aquifer Conservation District; Wayside School District; South Texas College; Tarrant County College District; Sul Ross State University; Lone Star College System; El Paso Community College District; Midwestern State University; Austin Community College; Sam Houston State University; and the Texas Legislative Budget Board.

Outside of Texas, our consultant team has worked with, or is currently on contract to work, the following local governments in providing work similar in scope to the services being requested: City of Hobbs, NM; City of Santa Fe, NM; City of Carlsbad, NM; City of Page, AZ; Town of Sahuarita, AZ; City of Manitou Springs, CO; City of Fountain, CO; City of Albany, OR; City of Broken Arrow, OK; City of Lee's Summit, MO; City of Branson, MO; City of Columbia, MO; City of Reno, NV; City of Hyattsville, MD; City of Annapolis, MD; City of Westminster, MD; City of Newport News, VA; City of Williamsburg, VA; City of Fredericksburg, VA; City of Covington, VA; City of Suffolk, VA; City of Lancaster, SC; City of Columbia, SC; City of Conway, SC; City of Chester, SC; City of Goose Creek, SC; City of Mauldin, SC; Town of Moncks Corner, SC; Town of Hilton Head Island, SC; City of Bloomington, IN; City of Pittsburgh, PA; City of Kingsland, GA; City of Alpharetta, GA; City of Douglasville, GA; City of Savannah, GA; City of Statesboro, GA; City of Chamblee, GA; City of Garden City, GA; City of Dahlonega, GA; City of Brookhaven, GA; City of Roswell, GA; City of Stockbridge, GA; City of Dublin, GA; City of Fayetteville, GA; City of Tybee Island, GA; City of Dunwoody, GA; City of Foley, AL; City of Sarasota, FL; City of Palm Beach Gardens, FL; City of Sunrise, FL; City of Coral Springs, FL; City of Daytona Beach, FL; City of Hollywood, FL; City of Ft. Myers, FL; City of Dania

Beach, FL; Ouray County, CO; Clay County, MO; Jefferson County, MO; St. Charles County, MO; Sedgwick County, KS; Kent County, DE; Washington County, MD; Allegany County, MD; County of York, VA; Gloucester County, VA; Isle of Wight County, VA; Essex County, VA; Spotsylvania County, VA; James City County, VA; Prince George County, VA; Surry County, VA; Loudoun County, VA; Alleghany County, VA; Union County, NC; New Hanover County, NC; Buncombe County, NC; Guilford County, NC; Gaston County, NC; Charleston County, SC; Berkeley County; Dorchester County, SC; Blount County, TN; Mahoning County, OH; County of Montgomery, PA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Cherokee County, GA; Miami-Dade County, FL; Manatee County, FL; Monroe County, FL; Palm Beach County, FL; and many others. The services provided to some of these clients as they relate to the services being requested can be found in **Section 2** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Lockhart because of our vast understanding of local government human resources, and the fact that we possess the necessary experience and qualifications. Our team has significant expertise in conducting classification and compensation studies and similar human resources work for public sector organizations, as evidenced in **Section 2**. Detailed resumes for our team can be found in **Section 6**.

Some of the human resource services Evergreen Solutions has focused on include: classification and compensation studies; benefits and salary surveys; job descriptions; performance management studies; recruitment, hiring, and retention studies; strategic and workforce planning; and staffing studies. Through our experiences in conducting this wide range of projects, we have gained the knowledge of every aspect of the management, and operations involved in local government human resources management. As a result, our team understands how critical an effective classification and compensation system is to the overall operation of a proficient and progressive municipality. We have developed helpful methods and tools that assist clients in implementing and maintaining our study recommendations.

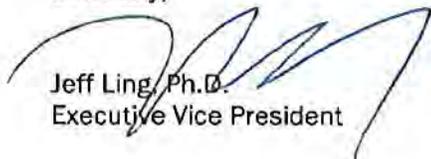
Evergreen's approach to conducting a Classification and Compensation Study comes not only from extensive human resources work with local government clients, but also from direct feedback of our past clients. In essence, we offer tools that are innovative as well as have been proven to work in real places with real people. Some of the key facets of Evergreen Solutions' approach include:

- Emphasis on communication as the key to a successful study completion as well as implementation. Our Team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, City administrators, department heads, and staff should be involved in each step of the process. This is a critical component of our communication plan and continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As Executive Vice President of Evergreen Solutions, I am authorized to commit our firm contractually to this assignment. We are committed to providing the highest quality consulting services to our client partners. A signed copy of the signature page, included with the RFP, is attached.

We appreciate this opportunity and pledge to you our best effort if selected. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at Jeff@ConsultEvergreen.com.

Sincerely,


Jeff Ling, Ph.D.
Executive Vice President



8. Signature

The undersigned, by their signature, represent that they are authorized to bind the respondent to fully comply with the terms and conditions of the attached RFP specifications.

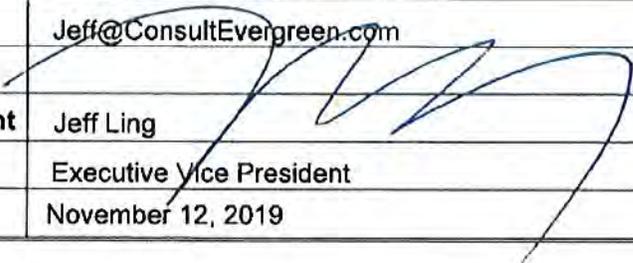
Full Legal Name of Company	Evergreen Solutions, LLC
Address	2878 Remington Green Circle
City, State, Zip	Tallahassee, FL 32308
Phone Number	(850) 383-0111
Fax Number	(850) 383-1511
Account Representative & Their Phone Number	Jeff Ling, (850) 383-0111
Email Address	Jeff@ConsultEvergreen.com
Signature of Authorized Agent	
Printed Name of Authorized Agent	Jeff Ling
Title	Executive Vice President
Date	November 12, 2019

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Section 1.0
Introduction



1.0 Introduction

Evergreen Solutions is well qualified to conduct a Classification and Compensation Study for the City of Lockhart due to our experience in conducting hundreds of these studies for local governments and other public sector organizations across the country. In this section we provide a brief description of our firm's organization and services, and information about our principals.

1.1 Brief History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than "consulting as usual" by partnering with our clients to find innovative, real world solutions to public management.

Formed in 2004 to provide a modern, practical alternative to the typical consulting options. Evergreen Solutions is made up of management and human resources professionals, as well as strategic partners, who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to classification and compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: classification and compensation studies; benefits and salary surveys; performance appraisal reviews; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

Evergreen Solutions was founded with the intent of offering public sector leaders an alternative to the "business as usual" consulting approach. We assist public sector professionals in exercising control over the inter-related elements that determine success or failure.

We accomplish this by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with local government staff and leadership;
- sound recommendations based on best practices and proven methods; and



- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting classification and compensation studies for local governments and other public sector organizations throughout the country;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant Texas statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



1.2 Evergreen Solutions' Principals

Evergreen Solutions' principals include Linda Recio, Ph.D., President; and Jeff Ling, Ph.D., Executive Vice President; who are authorized to make representations for the firm. The President and Executive Vice President are based out of our office located at 2878 Remington Green Circle, Tallahassee, FL 32308; and both may be reached via phone at (850) 383-0111; or via emailing Linda@ConsultEvergreen.com or Jeff@ConsultEvergreen.com, respectively.

Section 2.0

Previous Performance / Experience



2.0 Previous Performance / Experience

In this section we provide a list of similar projects we have conducted or are currently on contract to conduct; the qualifications of the staff members we propose for the project team to conduct a Classification and Compensation Study for the City of Lockhart (City); and what some of our clients are saying about our work.

2.1 Select Relevant Experience

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades.

Because Evergreen Solutions has conducted hundreds of projects that are similar in scope to the services being requested by the City, we have included in this section only a sample of some of our more recent local government work as it relates to the services being requested by the City.

Exhibit 2-1 includes a list of select local government clients in the State of Texas that Evergreen Solutions has worked with, or is currently on contract to work with in providing work similar in scope to the services being requested by the City.

In addition to our Texas clients, **Exhibit 2-2** includes a list of some of the local governments outside of Texas that our consultant team has worked with, or is currently in contract to work with, that similar services.

Comprehensive Compensation and Benefits Study City of Rowlett, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include "on call" pay. Evergreen's consultants identified any weaknesses within the components of the City's existing compensation package that would negatively impact the organization's ability to attract and retain talented employees.



Exhibit 2-1: Texas

Public Sector Human Resource Clients

• City of Athens	• Brazoria County
• City of Rowlett	• Travis County
• City of Mont Belvieu	• Denton County
• City of Pflugerville	• Town of Little Elm
• City of Farmers Branch	• Bexar Metropolitan Water District
• City of Fate	• Brazos River Authority
• City of Sunset Valley	• Denton County Fresh Water Supply District
• City of Seguin	• Sam Houston State University
• City of Pearland	• Austin Community College
• City of Sachse	• El Paso Community College District
• City of Duncanville	• Tarrant County Community College District
• City of Buda	• Lone Star College System
• City of Fredericksburg	• South Texas College
• City of Amarillo	• Sul Ross State University
• City of Gonzales	• Midwestern State University
• City of Temple	• Texas City Management Association
• Fort Bend County	• Dallas Area Rapid Transit
• City of Conway	• Barton Springs/Edwards Aquifer Conservation District
• City of Lakeway	• Wayside School District



Exhibit 2-2

Select Local Government Clients Outside of Texas

City of Broken Arrow, OK	City of Cape Coral, FL	Sumter County, FL
City of Carlsbad, NM	City of Clermont, FL	City of Chester, SC
City of Santa Fe, NM	City of Coral Springs, FL	City of Columbia, SC
City of Page, AZ	City of Dania Beach, FL	City of Conway, SC
Town of Sahuarita, AZ	City of Daytona Beach, FL	City of Goose Creek, SC
Pima County, AZ	City of Destin, FL	City of Lancaster, SC
City of Reno, NV	City of Doral, FL	City of Mauldin, SC
City of Fountain, CO	City of Fort Walton Beach, FL	Town of Cheraw, SC
City of Manitou Springs, CO	City of Fort Myers, FL	Town of Hilton Head Island, SC
Ouray County, CO	City of Gainesville, FL	Town of Mount Pleasant, SC
Sedgwick County, KS	City of Hollywood, FL	Berkeley County, SC
City of Branson, MO	City of Key West, FL	Charleston County, SC
City of Lee's Summit, MO	City of Kissimmee, FL	Dorchester County, SC
Jefferson County, MO	City of Lake City, FL	City of Raleigh, NC
St. Charles County, MO	City of North Miami Beach, FL	Duplin County, NC
City of Albany, OR	City of Orlando, FL	Gaston County, NC
Spokane County, WA	City of Palm Beach Gardens, FL	Guilford County, NC
City of Bloomington, IN	City of Panama City, FL	New Hanover County, NC
Blount County, TN	City of Plantation, FL	Union County, NC
City of Foley, AL	City of Sarasota, FL	City of Covington, VA
Baldwin County, AL	City of St. Cloud, FL	City of Fredericksburg, VA
Lee County Commission, AL	City of St. Petersburg, FL	City of Suffolk, VA
Marshall County Personnel Board, AL	City of Sunny Isles Beach, FL	County of Culpeper, VA
City of Alpharetta, GA	City of Sunrise, FL	County of York, VA
City of Brookhaven, GA	City of Temple Terrace, FL	Essex County, VA
City of Chamblee, GA	City of Venice, FL	Gloucester County, VA
City of Dahlonega, GA	City of Winter Park, FL	Isle of Wight County, VA
City of Douglasville, GA	Alachua County, FL	James City County, VA
City of Dublin, GA	Bay County, FL	King George County, VA
City of Dunwoody, GA	Charlotte County, FL	Louisa County, VA
City of Fayetteville, GA	Flagler County, FL	Montgomery County, VA
City of Garden City, GA	Gadsden County, FL	Prince George County, VA
City of Kingsland, GA	Gulf County, FL	Spotsylvania County, VA
City of Roswell, GA	Hernando County, FL	Surry County, VA
City of Savannah, GA	Highlands County, FL	Surry County, VA
City of Statesboro, GA	Manatee County, FL	Mahoning County, OH
City of Stockbridge, GA	Martin County, FL	City of Pittsburgh, PA
City of Tybee Island, GA	Miami-Dade County, FL	County of Montgomery, PA
City of Villa Rica, GA	Monroe County, FL	City of Annapolis, MD
Cherokee County, GA	Osceola County, FL	City of Hyattsville, MD
Douglas County, GA	Palm Beach County, FL	City of Westminster, MD
Forsyth County, GA	Pinellas County, FL	Allegany County, MD
Lumpkin County, GA	Santa Rosa County, FL	Washington County, MD
Worth County, GA	Sarasota County, FL	Kent County Levy Court, DE
City of Bartow, FL	Seminole County, FL	Town of Colchester, VT



**Comprehensive Compensation and Benefits Study
City of Sachse, Texas**

Evergreen Solutions was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration.

The following study components were compared:

- pay ranges with comparator cities performing the same or similar functions;
- actual employee pay with comparator cities performing the same or similar functions;
- pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and
- city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility.

Note: Evergreen was again hired in 2016 to conduct a classification study for select positions.



**Classification and Compensation Study
City of Conroe, Texas**

Evergreen Solutions is retained by the City of Conroe to conduct a Classification and Compensation Study. The scope of the study includes the following major components: review and update and/or rewrite of all city job descriptions; work with a City management team to revise the existing pay plan for both Civil Service and non-Civil Service personnel structures; and evaluate current salary structure and compensation levels for all regular, classified positions and non-classified positions, and recommend appropriate adjustments. Note: This project is nearing completion.



**Comprehensive Compensation and Classification Study
City of Farmers Branch, Texas**

Evergreen Solutions was engaged with the City of Farmers Branch to conduct a Comprehensive Compensation and Classification Study. The primary objectives of the study were to: review and revise current classification system; determine relevant competitive markets; develop a custom compensation survey to distribute to peer organizations; propose guidelines for an improved or new compensation program and step/grade plan; and provide recommendations to keep the current pay structure competitive.



**Pay Structure Study
City of Fate, Texas**

Evergreen was hired to develop a new pay plan for the City of Fate. Evergreen performed the following tasks: reviewed the City's salary data; created a new pay plan for the City; slotted current jobs into the new pay plan; and verified the internal equity of the new pay plan.



**Classification and Compensation Study
City of Seguin, Texas**

Evergreen Solutions was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments. Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures.



**Classification and Compensation Study
City of Pflugerville, Texas**

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman). Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.



**Job Classification, Salary Survey, Compensation Plan Study Services
City of Duncanville, Texas**

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for



an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City.



**Pay and Classification Study
City of Fredericksburg, Texas**

Evergreen Solutions was engaged with the City of Fredericksburg to conduct a Pay and Classification Study and make recommendations for implementation of a revised pay plan. The study included all employees and classifications in the City. As part of the study, Evergreen consultants conducted focus groups and interviews with employees, and employees completed a Job Assessment Tool (JAT). Evergreen consultants also conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive pay plan.

Note: Evergreen Solutions is on retainer to provide the City with classification, pay grade assignments, organizational management and other on-going human resources support.



**Classification and Compensation Study
City of Sunset Valley, Texas**

Evergreen Solutions was hired by the City of Sunset Valley to assist with a City-wide Compensation and Classification Study, as well as development of a Performance Evaluation System. The study also included a Human Resources Audit and recommendations to strategically align the processes, procedures, staffing, and organization of human resources functions. All employees and classifications in the City were included in the study. As part of the study, the Evergreen Team conducted interviews and focus groups with all City employees. Evergreen consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive compensation plan.



**Classification and Compensation Pay Plan
City of Amarillo, Texas**

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade. In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



**Compensation Market Review and Classification Study
City of Austin, Texas**

Evergreen Solutions was contracted to review the City of Austin's classification system for the Human Resources job family. The study's primary purpose was to review the City's classification structure for its human resources jobs and to ensure that all employees working in the human resources area were properly classified based upon the work they performed. To accomplish this purpose, Evergreen Solutions met with each Human Resources Manager and conducted extensive outreach sessions (desk audits) with a large percentage of human resources employees. In addition to the interviews and desk audits, Evergreen consultants reviewed Position Analysis Questionnaires (PAQs), job descriptions, organizational charts, and other documentation. The job analysis resulted in recommendations for a job hierarchy within the Human Resources family and the slotting of each individual within the proposed classification system. Evergreen consultants also worked with the Human Resources Department to ensure that the proposed classification system properly aligned with the compensation system. At the conclusion of the study, job descriptions were revised for each job and FLSA exempt status were provided for each job classification.



**Classification and Compensation Study
City of Gonzales, Texas**

Evergreen Solutions was retained by the City of Gonzales to conduct classification and compensation study for all employees. Employees participate in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants conducted a market salary survey to identify pay ranges in the public and private sector in order to determine the appropriate pay levels for all included jobs in the City.

Recommendations were provided to improve the fairness and equity within the City and a plan was provided to address maintenance of implemented changes to the City's classification and compensation system.



**Salary Survey
City of Lakeway, Texas**

Evergreen is retained by the City of Lakeway to provide consulting services for the Human Resource Department to design and implement a salary survey which will classify all City positions appropriately within the plan structure. The Evergreen Team will evaluate the City's current salary structure as compared to the specific job market for comparable positions in the public and private sectors.

Additional reviews will be conducted for existing job descriptions to recommend updates for specific requested positions. The consultant will ensure that content and titles are current, accurate, and consistent with Fair Labor Standards Act (FLSA) and Equal Employment Opportunity (EEO).



**Pay for Performance Study and Salary Survey
City of Mont Belvieu, Texas**

Evergreen Solutions was retained by the City of Mont Belvieu to conduct a pay for performance study and a salary study. The study identified classifications that were below market and that need to be adjusted in order for the City to remain competitive among its market peers. In addition, Evergreen made recommendations regarding enhancements needed to the City's current performance evaluation system and provided the City with a performance evaluation tool.



**Classification and Compensation Study
Town of Little Elm, Texas**

Evergreen Solutions was retained by the Town of Little Elm to conduct compensation and classification study of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were also reviewed, as needed, and FLSA determinations will be made. The rank structure for police and fire department employees were reviewed against peer organizations to determine whether the current structure for each department is effective for its size. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the Town. Evergreen provided Town staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total compensation system would be accomplished.



**Compensation and Classification Study
Brazoria County, Texas**

Evergreen is retained by the Brazoria County to conduct a Compensation and Classification Study. Evergreen will develop a compensation program for the County, evaluate current pay grades, and develop a classification system to facilitate the ongoing compensation analysis. Evergreen will assess position titles and identify appropriate employee status in accordance with FLSA. We will then proceed to develop multiple alternative recommendations and a communication plan. Finally, Evergreen will review and develop different policies procedures and propose different recommendations.



**Compensation Analysis
Travis County, Texas**

Evergreen Solutions assisted the Travis County Human Resources Department in determining the appropriate pay levels for all non-sheriff's office law enforcement personnel. Classifications reviewed included all Constable positions, Park Ranger positions and Investigators and Investigator Lieutenants in the County's Attorney's Office and District Attorney's Office. Evergreen consultants conducted a preliminary review of the current compensation structure, met with County departments to discuss compensation issues, analyzed existing market data, and conducted an analysis of the internal equity



relationships between the respective law enforcement agencies and similar positions residing within the Travis County Sheriff's Office. As a result of the study, Evergreen presented the County with recommendations for changes to the County's non-TCSO pay scale, classification changes, and a three-year implementation plan to bring non-TCSO jobs into proper alignment with TCSO positions. The study solidified internal equity relationships while ensuring the County was competitive with current market conditions.



**Employee Compensation Consulting Services
Ft. Bend County, Texas**

Evergreen was retained by Fort Bend County to provide employee compensation consulting services. Evergreen conducted the following tasks:

- reviewed current compensation plan including policy groups and salary structures;
- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;
- designed and executed a salary survey, analyzed results and made recommendations; and
- evaluated and determined each employee's proper step placement on the newly approved salary grade structure.



**Compensation, Classification, and Benefits Study
Denton County, Texas**

Evergreen Solutions conducted a Comprehensive Compensation, Classification and Benefits Study for the more than 1,550 employees of Denton County. The County had not performed a comprehensive classification and compensation study in 15 years. Evergreen consultants conducted employee orientations, focus groups and interviews, and conducted job analysis of all included positions. This information was used to create an internal equity alignment that is consistent with current job duties and responsibilities. As part of the



project, Evergreen conducted a comprehensive salary and benefits survey of local and regional labor market peers to properly assess the County's competitive position for wages and benefits. Evergreen provided customized and detailed recommendations for adjusting the County's compensation and classification structures based on internal and external equity. Implementation options that were equitable and cost efficient were developed and additional recommendations for maintaining the system over time were also provided. Additionally, revised classification descriptions with FLSA determinations were provided.



**Compensation and Classification Study
Denton County Fresh Water Supply District No. 6 and Denton County
Fresh Water Supply District No. 7**

The Denton County Fresh Water Supply District No. 6 and Denton County Fresh Water Supply District No. 7 retained Evergreen Solutions to conduct a comprehensive compensation and classification study to determine whether the District possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the District.

Note: Evergreen Solutions also conducted a Classification and Compensation Updated for Denton County Fresh Water Supply Districts 6 & 7 in 2015.



**Comprehensive Classification and Compensation Analysis
Barton Springs/Edwards Aquifer Conservation District, Texas**

Evergreen Solutions was retained by the Barton Springs/Edwards Aquifer Conservation District to conduct a Comprehensive Classification and Compensation Analysis. Evergreen conducted a review of the current classification and compensation system by conducting a job analysis, evaluating the current system, assessing job descriptions and recommending changes to the current system. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Salary and Benefits Survey
Bexar Metropolitan Water District, Texas**

The Bexar Metropolitan Water District (BexarMet) retained Evergreen Solutions to conduct a salary and benefits survey to determine if BexarMet was offering salaries and benefits that were within an appropriate competitive range. The study results provided BexarMet with recommendations related to external equity while still ensuring that internal equity was maintained.

The study included a review of the analysis conducted on the market data, recommendations based on the compensation structure, development of specific compensation recommendations, and creation of a strategic direction for BexarMet to use in implementing the proposed compensation system.

Evergreen Solutions was also awarded an add-on contract for BexarMet to re-evaluate the FLSA designation of a selection of positions in the organization. FLSA designations were reviewed based on the current job descriptions and the Job Assessment Tool (JAT) responses of the incumbents.



**Compensation and Classification Study / Organizational Review of the
RSMU Department
Brazos River Authority, Texas**

Evergreen Solutions was again hired by the Brazos River Authority to Compensation and Classification Study as well as an Organizational Review of the Reservoir System Maintenance Unit (RSMU). Evergreen reviewed and recommended changes to the existing exempt and non-exempt pay grade schedules; classification system for all employees; job descriptions; and FLSA non-exempt and exempt status of all positions. Evergreen conducted market salary and benefits surveys to determine external competitiveness, internal compression and recommend pay changes, if any. Evergreen also conducted a statistical pay equity analysis for internal equity and provide recommendations for changes, if any. Evergreen perform an Organizational Review of RSMU in the following areas: current and anticipated staffing levels; skill-level requirements; and associated compensation.

In the end, Evergreen presented a final report to the Board of Directors that included documentation that supported the findings and recommendations derived from the salary and benefits market compensation surveys, the findings and recommendations for adjustments to the exempt and non-exempt pay grade schedule, and the findings and recommendations for adjustments to the classification system and pay equity for all employees.



Note: Evergreen has worked with the Brazos River Authority on three previous projects.



**City Management Compensation Survey
Texas City Management Association**

Evergreen Solutions was retained by the Texas City Management Association (TCMA) to conduct an annual City Management Compensation Survey for the years 2016, 2017, and 2018.



**Compensation Study
City of Carlsbad, New Mexico**

Evergreen Solutions was retained by the City of Carlsbad to conduct a Compensation Study. The study included evaluating 50 administrative positions and three elected official positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen's recommendations improved the competitiveness of the City and helped prepare the City for future recruitment challenges.

Note: Evergreen was again hired in 2018 to conduct a compensation plan update.



**Classification Study and Compensation Survey
City of Page, Arizona**

Evergreen Solutions was engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey were issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended to the City.



**Classification and Compensation Study
Sedgwick County, Kansas**

Evergreen Solutions was retained by Sedgwick County to conduct classification and compensation study for approximately 2,766 employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the County and a plan was provided to address maintenance of implemented changes to the County's classification and compensation system. In addition, Evergreen provided County staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system would be accomplished.



**Comprehensive Classification and Compensation Study
City of Branson, Missouri**

The City of Branson hired Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to determine whether the City possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations.

The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Branson.



**Compensation Study
City of Lee's Summit, Missouri**

The City of Lee's Summit retained Evergreen Solutions to conduct a Compensation Study to determine whether the City possessed a compensation and classification system that was equitable as



compared to both the external competitive employment market as well as being internally equitable. The study included a complete classification analysis using the Job Assessment Tool and Management Issues Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including both benefits and salary surveys of competing organizations.

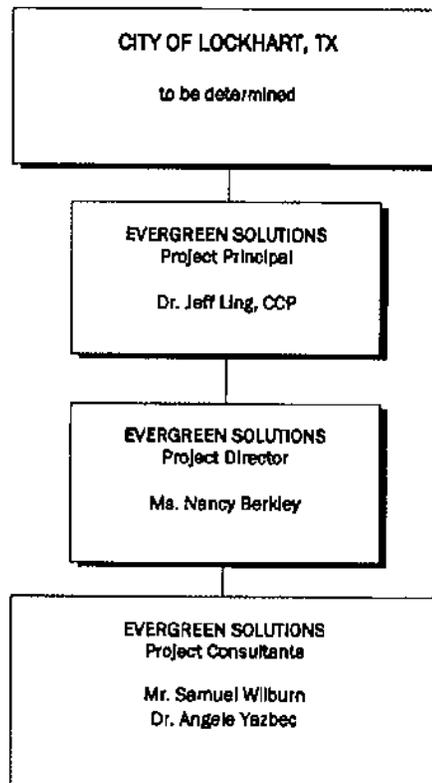
The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing systems in place at the City of Lee's Summit. Also included in this study was an evaluation of the City's performance evaluation system to include recommendations for improvement, revision of evaluation instruments and development of a brief training manual for the program.



2.2 Proposed Project Team

Exhibit 2-3 reflects our proposed project management team and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Classification and Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with City of Lockhart.

Exhibit 2-3 Proposed Project Management Organization and Personnel Assignments



City of Lockhart Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City of Lockhart Project Manager will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the City's Project Manager (CPM) and all project deliverables will be filtered through the CPM throughout the duration of the project.

Evergreen Solutions Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, most often a Vice President or higher. The Project Principal will have contractual authority over the contract, and will be our top level of project responsibility.

Evergreen Solutions Project Director (Project Manager). Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the CPM. The Project Director will have the most frequent contact with the City and will assign project activities to the Project Consultants, and will ensure that deliverables are met within specified timelines.

Evergreen Solutions Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will, review pay plans, collect the data for the salary and benefits survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Classification and Compensation Study for City of Lockhart.

2.3 Key Personnel

Project Principal
Dr. Jeff Ling

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement. Detailed resumes are included in **Section 6**.

Dr. Ling is Executive Vice-President of Evergreen Solutions and has been with the firm since its inception. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement;



process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

Some of the local government clients that he has worked with, or is currently on contract to work with, include: City of Austin, TX; City of Gonzales, TX; City of Fate, TX; City of Farmers Branch, TX; City of Sunset Valley, TX; City of Fredericksburg, TX; City of Rowlett, TX; City of Pflugerville, TX; City of Duncanville, TX; City of Amarillo, TX; City of Mont Belvieu, TX; Town of Little Elm, TX; Denton County, TX; Travis County, TX; City of Santa Fe, NM; City of Carlsbad, NM; Town of Sahuarita, AZ; Town of Gilbert, AZ; City of Reno, NV; City of Fountain, CO; and many others.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Ms. Nancy
Berkley**

Ms. Berkley is a Manager who has been with Evergreen for more than six years. She has over 30 years human resources experience demonstrating a thorough knowledge of multiple HR disciplines including, recruiting and staffing, workforce planning and retention, on-boarding, compensation and benefits, employee and labor relations, employee leave administration, voluntary and in-voluntary employee separations, performance management, employee surveys, organizational design and development, organization effectiveness, employee learning, training, and development, employee records administration and retention, and awards and recognition programs. She has consistently enhanced organizational capability by integrating



HR with strategic business planning, development and assessment. She has provided individualized executive coaching and led HR team development and high-performance teams. She has led corporate change initiatives and built talent-rich organizations by strengthening people and integrating processes and has directed human resources in high-volume, transactional service organizations and high-level, consulting organizations. She has excellent conflict resolution, negotiation, and influencing skills.

Ms. Berkley possesses expertise in the following HR areas:

- Designing and implementing a shared service, centralized virtual staffing organization, increasing efficiency of staffing function for hiring managers.
- Analyzing and responding to employee relation trends—positively influenced work environments reducing employee complaints by ~90 percent.
- Consulting with senior leaders and successfully leading project teams to develop new policies, programs and tools—including total revision and communication of a company's HR policies and practices to be in accordance with state and federal laws;
- Creating HR metrics reviews utilizing business goals and human resources information systems data—set improvement goals and developed action plans for unique business requirements.
- Conceptualizing and implementing complex workforce reduction plans—then redeployed ~50 percent of the affected employees.
- Representing companies in state and federal agency reviews, e.g. Office of Federal Contract Compliance Program (OFCCP) reviews—Equal Employment Opportunity Commission (EEOC) charges, workers compensation charges, and unemployment compensation claims.

Recent public sector projects that Ms. Berkley has directed or served on the Evergreen Team include: City of Rowlett, TX; City of Pflugerville, TX; City of Farmers Branch, TX; City of Buda, TX; City of Conroe, TX; Town of Little Elm, TX; Brazoria County, TX; City of Page, AZ; Sedgwick County, KS; Jefferson County, MO; Lee County Commission, AL; City of Alpharetta, GA; City of Brookhaven, GA; City of Commerce, GA; City of Woodstock, GA; City of Stockbridge, GA; City of Dalton, GA; City of Tybee Island, GA; City of Garden City, GA; and many others.

Project
Consultant
Mr. Samuel
Wilburn

Mr. Samuel Wilburn is a Consultant with Evergreen and is a former engineer who possesses a strong background in qualitative and quantitative analysis at the professional level. He is able to apply his knowledge and skills as a Consultant for Evergreen through various functions including: conducting market research and collecting compensation data, utilizing job assessment tools to analyze different



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job classifications, running regression analyses and recommending appropriate pay grades, editing job descriptions, and preparing performance evaluation files. He is also responsible for developing and maintaining project solution files which comprise of multiple alternatives geared toward bringing salaries to more market-competitive levels and their total cost estimates for implementation. In addition, he assists in preparing presentations and research reports for clients.

Recent Projects that Mr. Wilburn has been involved with include: a Classification and Compensation Study for the City of Conroe, TX; a Compensation and Classification Study for Brazoria County, TX; a Classification, Pay and Benefits Study for Lee County Commission, AL; a Wages and Salaries Compensation Study for the City of Stockbridge, GA; a Salary Review for the City of Brookhaven, GA; and a Salary Survey for the City of Dunwoody, GA; a Classification and Compensation Study and Analysis for the City of Villa Rica, GA; a Compensation Market Study and Survey for Forsyth County, GA; a Pay and Classification Study for Worth County, GA; a Compensation and Benefits Study for Cherokee County, GA; and many others.

Mr. Wilburn has an MBA with emphasis in Human Resources and a Bachelor's of Science dual degree in Civil and Environmental Engineering from Florida State University. He also holds a Building Contractor's license in the State of Florida.

**Project
Consultant
Dr. Angele
Yazbec**

Dr. Angele Yazbec is a Senior Analyst with Evergreen. She possesses a Ph.D. in Cognitive Psychology from Florida State University, and has a strong background in quantitative and qualitative analysis. She is able to apply her knowledge and skills as a Senior Analyst for Evergreen through various functions including: conducting market research and collecting compensation data, running regression analyses and recommending appropriate pay grades, and editing job descriptions.

Recent projects that Dr. Yazbec has been involved with include: a Compensation and Classification Study for Brazoria County, TX; a Compensation/Benefits Study and Analysis for the City of Woodstock, GA; a Compensation Plan Update for the City of Garden City, GA; a Compensation study for the City of Dalton, GA; and a Comprehensive Compensation and Classification Study for City of Forest Park, GA; and a Compensation Study for City of Hagerstown, MD.

2.4 What Our Clients Are Saying

The following quotes were taken from some of our clients as they relate to the human resource management work we have performed:

"Everyone I was in contact with was extremely professional."

"Evergreen's Project Director responded to requests promptly and made every effort to work with the City's requests."

**Judy Garza, Human Resources Manager
City of Fate, TX**



"I consider the staff to be very professional and highly competent."

"We were very pleased with the final presentation to the City Council. Information was presented in a concise and accurate manner."

**Nona Vogel, Assistant Director of Human Resources
City of Seguin, TX**

"Evergreen's staff were very professional and prompt with responses."

**Kim Pendergraft, CPM
Texas City Management Association**

"Thank you very much, Queenell! I can't tell you how much I appreciate all your help and your over the top customer service. Even on the road, you always give us what we need."

Thank you very much!

**Tammie Loth, Director of Human Resources
City of Fredericksburg, TX**

"Implemented all of Evergreen's suggestions."

**Pat Carson, Personnel Services Director
Forsyth County, GA**

"Very Happy... Will Definitely use Evergreen Again!"

**Jim Harner, Director of Human Resources
City of Roswell, GA**

"I am so excited by this study. It's really going to put us in a great position competitively going forward. And being able to do our own assessments in house will be great for us! Evergreen has done a really terrific job!"

**Sandra Pate, Assistant City Administrator/Human Resources Director
City of Foley, AL**

"Evergreen offered us a number of communication tools and great information to keep us on top of the changing human resource world."

"They made themselves available for phone calls, email inquiries, and site visits time and time again, often with short notice."

"I know Jeff Ling and the entire Evergreen staff to be excellent service providers and would recommend them highly."

**Beth Stefek, Director of Human Resources
City of Kissimmee, FL**



"Evergreen exceeded our expectations."

**Dale Pazdra, Director of Human Resources
City of Coral Springs, FL**

"Evergreen's Project Director was very accessible."

**Jerry Haines, Human Resources Manager
Hernando County, FL**



Section 3.0
Methodology and Approach



3.0 Methodology and Approach

In this section we provide our overall approach and methodology for performing a Classification and Compensation Study as well as a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables included in the Request for Proposals (RFP). As required in the RFP, we have attached a sample report from a similar study in **Section 6**.

3.1 Evergreen Solutions' Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Classification and Compensation Study for the City of Lockhart (City) as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to classification and compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization’s compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent classification and compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization's ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the City's designated Project Manager (CPM) throughout the process to ensure constant communication of issues, concerns, and potential outcomes. Our consultants work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen Solutions will work with the organization to balance the needs of the City and meet its performance goals while carefully managing the organization's resources.



Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.

Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.

Evergreen Solutions realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen Solutions begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification, pay, and benefits data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.

At this time, we will also request a copy of the employee database that reflects current classification, pay, and benefits data.

Communication Plan

Communication is a critical component of any classification and compensation study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's CPM and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product,



**Employee
Orientation and
Focus Groups**

particularly how the results will be distributed to employees, is also critical.

Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs.

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and gaining buy-in. Since they take place at the outset of the project, they are an important introduction to the project and the question and answer formats allow employees to become engaged in the process. During these sessions, Evergreen Solutions consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

**Department Head
Interviews**

Evergreen Solutions staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

**Job Assessment
Tool and
Management
Issue Tool**

Another important activity undertaken at this time is the distribution of Evergreen Solutions' Job Assessment Tool® (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.



Evergreen Solutions will contact the client's CPM should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.

Exhibit 3-1 below depicts a screenshot of the JAT home screen showing the levels of access for a supervisor. All supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.

Exhibit 3-1
Supervisor's JAT Home Screen



Source: Evergreen Solutions, 2019

Exhibit 3-2 illustrates how Evergreen Solutions uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen Solutions designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 3-2
Job Description and Responsibilities

The screenshot shows a web-based form titled "Basic Job-Related Information" with the Evergreen Solutions logo in the top right corner. The form is divided into several sections:

- Job Introduction:** A text area for providing an overview of the job, its purpose, and the type of work.
- Describe:** A large text area for describing the job.
- Type of Work:** A section where users select the level that best describes the type of work performed.
- Type of Work (List):** A list of radio button options:
 - Career/Professional - Requires a graduate degree and/or professional certification.
 - Senior Professional/Executive - Requires advanced education and/or professional certification.
 - Professional/Technical - Requires a graduate degree and/or professional certification.
 - Administrative - Requires a graduate degree and/or professional certification.
 - Managerial/Supervisory - Requires a graduate degree and/or professional certification.
 - Executive/Operational - Requires a graduate degree and/or professional certification.
- Education and Experience:** A section where users select the level that best describes how much education and experience a new hire should be required to have for the position. It includes dropdown menus for "Education" and "Experience".
- Licenses and Certifications:** A section where users indicate if any licenses, certifications, or professional designations are required or preferred for the position. It includes a "Required" checkbox.

Source: Evergreen Solutions, 2019

Exhibit 3-3 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen Solutions to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.



**Exhibit 3-3
Job Functions**

Essential Job Functions

On the lines provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off which tasks are a priority. A priority task is one that is core to your position.

Task #	Percent	Priority
Task 1	50%	<input type="checkbox"/>
Task 2	50%	<input type="checkbox"/>
Task 3	50%	<input type="checkbox"/>
Task 4	50%	<input type="checkbox"/>
Task 5	50%	<input type="checkbox"/>
Task 6	50%	<input type="checkbox"/>
Task 7	50%	<input type="checkbox"/>
Task 8	50%	<input type="checkbox"/>
Task 9	50%	<input type="checkbox"/>
Task 10	50%	<input type="checkbox"/>

Source: Evergreen Solutions, 2019

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as "red flags" to Evergreen Solutions staff during the analysis portion of the project.

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen's consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any need for further investigation of specific



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positions. If serious discrepancies exist, Evergreen's consultants will work directly with the CPM to resolve any issues.

Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.

Compensation

Our approach to pay plan analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.

The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization's compensation philosophy.

Market and Benefits Surveys

A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen's consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.

In addition, a benefits survey will also be administered in tandem with the market survey. Special consideration can be given to select highly competitive, market-driven positions if necessary.

Benchmarks

One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey of salary and benefits. We will work with the client to identify the appropriate number of benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys



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become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.

Targets

To conduct an external labor market assessment we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen Solutions uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution

After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.



The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

**Compensation
Administration
Guidelines**

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

**System
Maintenance**

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all



the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen Solutions has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay scale changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

Exhibit 3-4 displays the interface from **JobForce Manager** for determining a position's pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay scale report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be pulled at any time and provided to key decision makers.

Exhibit 3-4
JobForce Manager Tool

Pay Plans	Scoring/Grading	Compensation	Market		
Download Data	Print Data				
ORGANIZ. TITLE	PAY PLAN	JAT SCORE	PROFESSION POINT	MARKET POINT	POSITION MIDPOINT (SALARY)
Accounting Specialist II	ESP	242.5	\$30,500.27	\$31,820.20	\$31,609.69
Accounting Specialist III	ESP	253.5	\$39,056.27	\$34,879.43	\$40,212.26
Accounting Specialist IV	ESP	268.5	\$42,315.73	\$40,368.90	\$44,330.90
Accounting Supervisor	CSA	320.0	\$67,091.02	\$69,300.91	\$69,779.53
Acquisition Specialist	ESP	306.3	\$40,215.73	\$41,605.60	\$44,230.90
Administrative Aide	ESP	312.5	\$43,130.09	\$39,824.74	\$44,830.90
Administrative Recording Secretary	Professional	281.3	\$52,088.10	\$40,504.90	\$58,443.49
Administrative School Secretary I	ESP	208.3	\$29,205.91	\$31,619.17	\$32,064.13
Administrative School Secretary II	ESP	231.3	\$32,543.26	\$30,996.88	\$34,738.33
Administrative School Secretary III	ESP	258.3	\$39,800.43	\$37,701.90	\$38,299.01
Administrative Secretary I	ESP	231.3	\$32,543.26	\$32,190.62	\$33,094.13
Administrative Secretary I	ESP	208.3	\$29,205.91	\$30,190.62	\$33,094.13
Administrative Secretary II	ESP	231.3	\$32,543.26	\$33,919.04	\$34,738.33
Administrative Secretary II	ESP	231.3	\$32,543.26	\$33,919.04	\$34,738.33
Administrative Secretary III	ESP	258.3	\$39,800.43	\$39,971.01	\$39,299.01
Administrative Specialist	Professional	231.3	\$32,543.26	\$43,762.63	\$39,422.62
Administrative Specialist-School Food Services	Professional	275.0	\$38,149.91	\$42,861.08	\$45,824.61

Source: Evergreen Solutions, 2019



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3.2 Detailed Work Plan

Evergreen has provided a detailed work plan to conduct a Classification and Compensation Study for the City of Lockhart in this section. We understand that the City has approximately 166 employees, in 83 classifications, which will be included in the study.

Our work plan consists of the following 12 tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan
- Task 5: Identify List of Market Survey Benchmarks and Approved List of Targets
- Task 6: Conduct a Market Salary Survey and Provide External Assessment Summary
- Task 7: Conduct a Benefits Survey
- Task 8: Develop Strategic Positioning Recommendations
- Task 9: Conduct Solution Analysis
- Task 10: Develop and Submit Draft and Final Reports
- Task 11: Develop Recommendations for Compensation Administration
- Task 12: Provide Revised Class Descriptions and FLSA Determinations

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the City.
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for overall process, milestones, and deliverables.
- Conduct an initial meeting.

TASK ACTIVITIES

- 1.1 Discuss with the City Project Manager (CPM) and any other staff the following objectives:
- understand the City's objectives for this project, mission and current compensation philosophy (if any);
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;



-
- reach agreement on a process and timeline for the project including all assignments and project milestones/deliverables, beginning and end dates for each phase and additional meetings;
 - establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay scale will reinforce current and future goals.
- 1.3 Obtain relevant materials, including:
- related background documents;
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), benefits information; and classification system; and
 - personnel policies and procedures.
- 1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.
- 1.5 Schedule and attend a City Council meeting for an introduction to the Mayor and Council. Provide a brief overview of process and methodology.
- 1.6 Schedule meeting with City Council to assure an understanding of project methodologies and processes prior to beginning the study.
- 1.7 Schedule initial meeting with City Leadership and Department Heads to assure an understanding of project objectives.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City employees
- Initial meetings



**Task 2.0
Evaluate the
Current System**

TASK GOALS

- Conduct a comprehensive preliminary evaluation of the City's current pay scale and existing classification plan.
- Review related background documents.

TASK ACTIVITIES

- 2.1 Obtain the existing pay and benefits structure and compensation philosophy (if any) for the City. Look for potential problems and issues to be resolved. Review related background documents, including the current pay scale with associated cost of living adjustments and the existing classification system.
- 2.2 Study and evaluate employee positions within the City.
- 2.3 Review the grouping of current classifications with the job analysis and provide recommendations of any changes.
- 2.4 Determine the strengths and weaknesses of the current pay scales for the City and review current pay grades and identify any pay compression issues that need to be addressed.
- 2.5 Complete an assessment of current conditions that details the pros and cons of the current system for the City as well as highlights areas for potential improvement in the final adopted solution.

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Review related background documents
- Assessment of current conditions

**Task 3.0
Collect and Review
Current
Environment Data**

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the City.
- Guide subsequent analytical tasks.
- Conduct orientation sessions.
- Perform job analysis



**Task 4.0
Evaluate and Build
Projected
Classification Plan**

TASK ACTIVITIES

- 3.1 Schedule and conduct City employee orientation sessions to describe the scope of work and methodology.
- 3.2 Meet with department heads to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM to administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT). Our staff utilizes a web-based tool for data collection. Paper copies can be provided for classifications without computers or Internet access.
- 3.5 Review any data provided by the City that may provide additional, relevant insight.
- 3.6 Perform job analysis for each job in the City, utilizing specific duties in the class descriptions, questionnaires, interviews, and onsite observations.
- 3.7 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

- JAT and MIT distribution
- Department head interviews
- Employee focus groups and orientation sessions

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen's job evaluation system.
- Review JAT responses.
- Characterize internal equity relationships within the City.

TASK ACTIVITIES

- 4.1 Review current classification grade methodology and propose recommended strategies for the City.



- 4.2 Review all draft class specifications with the CPM.
- 4.3 Review the work performed by each classification and score. Include an evaluation of supervisory comments.
- 4.4 Review JAT scores and identify the classification of positions. Review and perform job analysis for each job in the City, utilizing specific duties in the class descriptions, questionnaires, interviews, and on-site observation and score. Include an evaluation of supervisory comments.
- 4.5 Schedule and conduct additional follow up interviews, as needed, with employees for jobs where uncertainty exists over data obtained from the JATs.
- 4.6 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined. Classification groups will contain jobs with similar duties performed, knowledge, skills, abilities, and minimum qualifications required.
- 4.7 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- JAT scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity

TASK GOALS

- Reach an appropriate number and identify the proper benchmark positions for the external labor market assessment of salary and benefits.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market assessment of salary and benefits.

TASK ACTIVITIES

- 5.1 Identify the list of classifications (benchmarks) to include in the labor market assessment. **Note:** Evergreen

**Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets**



consultants will work with the CPM to select up to 60 classifications to use as benchmarks for the salary survey.

- 5.2 Finalize the list of positions with the CPM.
- 5.3 For each employee group review with the CPM peer organizations to use as targets for the salary and benefits survey. **Note:** Evergreen will work with the CPM to select up to 20 targets for the salary and benefits surveys.
- 5.4 Develop a preliminary list of organizations (both public and private) for the external labor market survey of salary and benefits, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Lockhart area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Final list of benchmark positions for the external labor market assessment salary survey
- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Provide a summary of the survey results to the CPM for review.

**Task 6.0
Conduct a Market
Salary Survey and
Provide External
Assessment
Summary**



**Task 7.0
Conduct a Benefits
Survey**

TASK ACTIVITIES

- 6.1 Prepare a customized, comprehensive external labor market salary survey for the CPM's approval. Discuss questions and categories for the market survey.
- 6.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.5 Validate all data submitted.
- 6.6 Develop summary report of external labor market assessment results.
- 6.7 Submit summary report of external labor market assessment results to the CPM.

KEY PROJECT MILESTONES

- Market survey instrument
- Summary report of external labor market assessment results

TASK GOALS

- Conduct an external labor market benefits survey.
- Provide a summary of the benefits survey results to the CPM for review.

TASK ACTIVITIES

- 7.1 Develop a listing of the benefit packages provided by the City (i.e., pensions, retirement savings programs, health and dental insurance, and paid time off) as compared to competitive employers.
- 7.2 Prepare a benefits survey to be included with the salary survey developed in **Task 6.0**. Submit benefits survey to the CPM for review.
- 7.3 Conduct a survey of benefits in use by competitive employers, to include both private and public employers, and make recommendations regarding the benefits which the City may competitively employ in its market.



**Task 8.0
Develop Strategic
Positioning
Recommendations**

- 7.4 Revise benefits survey.
- 7.5 Distribute benefits survey in conjunction with salary survey.
- 7.6 Develop summary report of external labor market benefits results.
- 7.7 Submit summary report of external labor market benefits results to the CPM.

KEY PROJECT MILESTONES:

- Catalogue of existing City benefits
- Benefits survey instrument
- Summary report of external labor market benefits results

TASK GOALS

- Assess the appropriateness of the City's existing compensation philosophy
- Propose changes to the overall pay scale based on the results of the external labor market wage salary survey.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 8.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 8.2 Using the market salary and benefits data collected in Tasks 6.0 and 7.0, and the classification data reviewed in Task 4.0, as well as internal equity and review each classification for appropriate assignment and determine the proper pay scale including number of grades and ranges.
- 8.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.
- 8.4 Identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan
- 8.5 Produce a pay scale(s) that best meets the needs of the City from an internal equity and external equity standpoint.



**Task 9.0
Conduct Solution
Analysis**

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing classification values.
- Survey results for the benchmark positions.
- Propose several possible options for implementation.

TASK ACTIVITIES

- 9.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay scale.
- 9.2 Place all classifications into pay grades based on **Task Activity 9.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 9.3 Propose changes for consideration to the overall pay scale that take into consideration geographic applicability, specific job comparability, and departmental structure; as well as the findings from the salary analysis.
- 9.4 Create implementation solutions for consideration that take into account the current compensation philosophy and financial impact, as well as the findings from the classification and compensation analysis. Recommend alternative compensation policy changes.
- 9.5 Meet with the CPM to discuss the proposed changes to the overall pay scale.
- 9.6 Determine the best solution to meet the City's needs in the short- and long-term.
- 9.7 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis



**Task 10.0
Develop and
Submit Draft and
Final Reports**

- Potential changes
- Documented final solution

TASK GOALS

- Develop and submit a draft and the Final Report of the Classification and Compensation Study to the CPM.
- Prepare the Final Report.
- Presentation of the Final Report.

TASK ACTIVITIES

- 10.1 Produce a comprehensive draft report that outlines the methodology and documents the results of each previous step including all market research and recommendations.
- 10.2 Submit the comprehensive draft report to the CPM for review and approval.
- 10.3 Make edits and submit copies of the Final Report.
- 10.4 Develop a plan for maintaining recommendations over time.
- 10.5 Present the Final Report.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Implementation and maintenance database

**Task 11.0
Develop
Recommendations
for Compensation
Administration**

TASK GOAL

- Develop recommendations for a maintenance program so the Human Resources Department may sustain the recommended compensation and classification system.

TASK ACTIVITIES

- 11.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system, including recommendations and guidelines related to:



- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

11.2 Recommend recruitment/retention strategies, where appropriate.

11.3 Present recommendations to the CPM for review. Recommendations will include analysis of implementation costs.

11.4 Finalize recommendations.

11.5 Provide a straightforward, easily understood, maintenance system for the Human Resources Department,

11.6 Train the Human Resources Department staff to use *JobForce Manager* to maintain the compensation and classification systems.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies
- Training

Task 12.0 Provide Revised Class Descriptions and FLSA Determinations

TASK GOALS

- Revise current job descriptions based on job duties and requirements.
- Update existing class descriptions.
- Create new class descriptions as needed, to meet FLSA and ADA requirements.



-
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

- 12.1 Assess current class descriptions for form, content, validity, and ADA compliance. Recommend new written job descriptions with the CPM. Assist in preparing written job descriptions for each specific job within the classifications.
- 12.2 Revise classification descriptions based on data gathered from the JAT process.
- 12.3 Create class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.
- 12.4 Make FLSA determinations based on work performed and federal requirements.
- 12.5 Recommend a systematic, regular process for reviewing job descriptions.
- 12.6 Present recommendations to City Manager for approval.
- 12.7 Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word) after approval by the CPM.

KEY PROJECT MILESTONES

- Updated class descriptions
- Create new class descriptions as needed



Section 4.0
Cost Proposal



4.0 Cost Proposal

Evergreen Solutions, LLC is pleased to present our proposed costs to conduct a Classification and Compensation Study for the City of Lockhart (City). We are committed to providing the highest quality consulting services to our client partners for a reasonable price. Our firm is fortunate that our overhead is minimal and our expenses are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 3** of our proposal is **\$24,000**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. **Note:** Our cost includes up to **three** trips to the City during the course of the study.

Our preferred fee schedule is:

- 25 percent upon completion of Tasks 1-3
- 25 percent upon completion of Tasks 4 - 6
- 25 percent upon completion of Tasks 7 - 9
- 25 percent upon completion of Tasks 10 - 12

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City wishes to identify.



Section 5.0
References



5.0 References

In this section, we have provided the following references that we feel demonstrate comparable services as it relates to the services being requested by the City of Lockhart. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request. As required in the RFP, Attachment A is included.

Salary Survey

City of Lakeway, Texas

Contact Information: Wendy Askey, Human Resources Manager
City of Lakeway
1102 Lohmans Crossing Rd.
Lakeway, TX 78734
(512) 314-7508
wendyaskey@lakeway-tx.gov



Comprehensive Compensation and Classification Study

City of Farmers Branch, Texas

Contact Information: Brian Beasley, Director of Human Resources
13000 William Dodson Parkway
Farmers Branch, Texas 75234
(972) 919-2552; fax (972) 919-2676
Brian.Beasley@farmersbranchtx.gov



Classification and Compensation Study

City of Seguin, Texas

Contact Information: Nona Vogel, Assistant Director of HR
205 N. River Street, Seguin, Texas 78155
(830) 401-2472, fax (830)-401-2478
novogel@seguintexas.gov



Attachment A

REFERENCES

Please provide **three** references that have used similar services with your company for at least two years. Municipal and/or Government projects preferred. References may be checked prior to award.

COMPANY NAME: City of Lakeway, Texas Number of employees 115 FT/10 PT
Contact
Person: Wendy Askey Title: Human Resources Manager
Address: 1102 Lohmans Crossing Rd.
City: Lakeway State TX Zip Code: 78734
Phone Number: (512) 314-7508 Fax # (512) 314-7598 Email: wendyaskey@lakeway-tx.gov

COMPANY NAME: City of Farmers Branch, Texas Number of employees 450
Contact
Person: Brian Beasley Title: Director of Human Resources
Address: 13000 William Dodson Parkway
City: Farmers Branch State TX Zip Code: 75234
Phone Number: (972) 919-2552 Fax # (972) 919-2676 Email: Brian.Beasley@farmersbranchtx.gov

COMPANY NAME: City of Seguin, Texas Number of employees 330
Contact
Person: Nona Vogel Title: Assistant Director of HR
Address: 205 N. River Street
City: Seguin State TX Zip Code: 78155
Phone Number: (830) 401-2472 Fax # (830)-401-2478 Email: novogel@seguintexas.gov

7.0 RFP Questions

As required in the Request for Proposals (RFP), we include answers to the questions listed in Section 3, Submission Requirements.

7.1 Evergreen Solutions is not currently for sale or involved in any transaction to expand or to become acquired by another business entity.

7.2 Proposed Timeline Evergreen Solutions possesses the ability, staff, skills, and tools to conduct a Classification and Compensation Study for the City of Lockhart within three months of the project start date and following the signing of the contract. This estimated timeline is based on a tentative start date of **January 14, 2020**, and a completion date of **April 14, 2020**.

7.3 Work Plan A detailed work plan outlining key milestone, tasks to be performed, and deliverable is provided in **Section 3**. Our proposed timeline containing proposed timeframes to conduct all tasks listed in the Detailed Work Plan listed in **Section 3**, as identified in **Exhibit 7-1**, can be modified in any way to best meet the needs of the City.

The roles and responsibilities of our proposed project team can be found in **Section 2**.

With any Classification and Compensation Study there are a few problems that could potentially occur including: communication between lines of authority; lack of participation from employees in completing the Job Assessment Tool (JAT); delays from supervisors in reviewing the JATs; inaccurate data provided by employees; email spam filter issues; low response rate with regard to market salary and benefits survey; lack of buy-in to the process from employees; and budget constraints that could cause delays in implementation. While Evergreen does not anticipate any of these problems occurring, in the event that one or more of these do arise, it will be communicated promptly in order to apply any corrective actions that might be necessary.

Evergreen's organizational structure is designed to provide a multiple tier approach to quality and change control that involves the Project Consultants and the Project Director. All consultants review materials throughout the project and participate in any corrective activities that may be necessary. The Project Director makes sure that project milestones are delivered on time and manages the project, communicates the progress of the study to the client, and reviews and delivers the final report.

We at Evergreen Solutions pride ourselves on providing continuity of service and implementing quality control procedures to ensure a successful study.



Our workload is never too heavy so as to compromise the quality of any project we are on contract to complete or place undue stress on our project team. We believe in providing the most professional and highest quality services to our postsecondary clients. Our consultants are dedicated to putting the necessary time and effort into every project to make sure all required tasks and activities are delivered within specified time frames. We also make sure that we put each and every client first so that we perform at our highest levels of service.

Should Evergreen Solutions be awarded this contract to conduct a Classification and Compensation Study for the City, we give you our word that our consultants will be available to City staff whenever they are needed to answer any questions regarding project deliverables. We are committed to do the very best job we can for you so that once the project is completed your staff will feel that we have given them the highest quality of service in a timely fashion.

As mentioned in the Detailed Work Plan, outlined in **Section 3**, several possible options for an implementation strategy will be provided to the City based on the Classification and Compensation Study findings.



**Exhibit 7-1
Proposed Timeline**

PROJECT TASKS	2020			
	JAN	FEB	MAR	APR
1.0: Project Initiation	█			
2.0: Evaluate the Current System		█		
3.0: Collect and Review Environmental Data		█		
4.0: Evaluate and Build Projected Classification Plan		█		
5.0: Identify List of Market Survey Benchmark Positions and Approved List of Targets		█		
6.0: Conduct Market Salary Survey and Provide External Assessment Summary		█	█	
7.0: Conduct a Benefits Survey		█		
8.0: Develop Strategic Positioning Recommendations			█	
9.0: Conduct Solution Analysis			█	
10.0: Develop and Submit Draft and Final Reports			█	
11.0: Develop Recommendations for Compensation Administration			█	
12.0: Provide Revised Class Descriptions and FLSA Determinations				█

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7.4 Report Format

Typically, our report includes the following five chapters for a Classification and Compensation Study: Chapter 1: Introduction; Chapter 2: Summary of Outreach; Chapter 3: Assessment of Current Conditions; Chapter 4: Market Summary; Chapter 5: Benefits Summary; Chapter 6: Solution and Recommendations. As required in the RFP, we have attached a sample report of a similar study conducted by Evergreen Solutions for the City of Pflugerville, Texas, in **Section 6**, to demonstrate our work product.

- **Chapter 1: Introduction** - This chapter provides an introduction into the study and describes the necessary steps that will take place.
- **Chapter 2: Summary of Outreach** - This chapter provides a summary of any employee meetings and department head interviews.
- **Chapter 3: Assessment of Current Conditions** - This chapter provides an overall assessment of the structure of the compensation plan and classification system in place in the organization and a brief analysis of the employee demographics within the organization.
- **Chapter 4: Market Summary** - This chapter provides results of the market salary survey.
- **Chapter 5: Benefits Summary** - This chapter provides results of the benefits survey.
- **Chapter 6: Solution and Recommendations** - This chapter summarizes the proposed recommendations based on the findings from the previous chapters. The recommendations generally include four different categories: *Classification, Overall Structure, Compensation, and Administration*.

Evergreen Solutions uses the standard Microsoft Office format for reporting our findings and recommendations. In addition, Evergreen uses the Job Assessment Tool© (JAT) for the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization. We have designed the JAT as a web-based tool so that data can be collected electronically; however, if requested, we can also provide a paper-based version of this tool.

Evergreen utilizes its own **JobForce Manager** software that allows our client partners to facilitate the implementation and ongoing maintenance of their classification and compensation system.



City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: January 7, 2020

AGENDA ITEM CAPTION:

Discussion and/or action to consider Resolution 2020-01 suspending the February 6, 2020 effective date of Texas Gas Service Company's requested increase to permit the City time to study the request and to establish reasonable rates; approving cooperation with other cities in the Texas Gas Service Company's Central Texas and Gulf Coast Service areas; hiring legal and consulting services to negotiate with the company and direct any necessary litigation and appeals; authorizing intervention in GUD No. 10928 at the Railroad Commission; requiring reimbursement of Cities' rate case expenses; finding that the meeting at which this Resolution is passed is open to the public as required by law; requiring notice of this Resolution to the company and legal counsel.

ORIGINATING DEPARTMENT AND CONTACT: Steve Lewis, City Manager

ACTION REQUESTED:

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

BACKGROUND/SUMMARY/DISCUSSION:

Texas Gas Service (TGS) filed its Statement of Intent to increase gas rates at the Railroad Commission of Texas and in all municipalities exercising original jurisdiction within the City of Beaumont and the incorporated areas of the Central Texas Service Area and Gulf Coast Service Area, effective February 6, 2020. TGS is seeking to increase its gas rates on a system-wide basis by \$17 million per year, which is an increase of 9.43% including gas costs, or 15.64% excluding gas costs.

The resolution suspends the February 6, 2020 effective date of the TGS rate increase for the maximum period permitted by law to allow the City to evaluate the filing, to determine whether the filing complies with the law, and if lawful, to determine what further strategy, including settlement, to pursue. The law provides that a rate request cannot become effective until at least 35 days following the filing of the application to change rates. The law permits the City to suspend the rate change for 90 days after the date the rate change would otherwise be effective. If the City fails to take some action regarding the filing before the effective date, TGS's rate request is deemed approved.

The attached correspondence is an explanation from Thomas Brocato of the law firm of Lloyd Gosselink about the proposed gas rate increase.

PROJECT SCHEDULE (if applicable): None.

AMOUNT & SOURCE OF FUNDING: (to be completed by Finance)

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

FISCAL NOTE (if applicable): Previous Council Action: None.

COMMITTEE/BOARD/COMMISSION ACTION: None.

STAFF RECOMMENDATION/REQUESTED MOTION:

Staff recommends approval of Resolution 2020-01, as presented.

LIST OF SUPPORTING DOCUMENTS:

Resolution 2020-01 and correspondence from Thomas Brocato of the law firm of Lloyd Gosselink explaining the rate suspension and proposed rate change.

Department Head initials:

City Manager's Review:



MODEL STAFF REPORT REGARDING TGS'S REQUESTED RATE CHANGE

PURPOSE:

On December 20, 2019, Texas Gas Service Company ("TGS" or "Company") a Division of ONE Gas, Inc. ("ONE Gas"), pursuant to Subchapter C of Chapter 104 of the Gas Utility Regulatory Act, filed its Statement of Intent to change gas rates at the Railroad Commission of Texas ("RRC") and in all municipalities exercising original jurisdiction within the City of Beaumont and the incorporated areas of the Central Texas Service Area ("CTSA") and Gulf Coast Service Area ("GCSA"), effective February 6, 2020.

TGS is seeking to increase its gas rates on a system-wide basis by \$17 million per year, which is an increase of 9.43% including gas costs, or 15.64% excluding gas costs. TGS also proposes to consolidate the CTSA, GCSA, and the City of Beaumont into a new service area called the Central-Gulf Service Area ("CGSA"). TGS is also requesting: (1) Commission approval of depreciation rates for Direct and Division distribution and general plant within the proposed CGSA; (2) a prudence determination for capital investment made in the proposed CGSA through December 31, 2019; (3) a finding by the RRC that ONE Gas' acquisition of ONEOK Transmission Company ("OTC") and its assets is consistent with the public interest under the GURA § 102.051; (4) a finding from the RRC that the approvals of administrative orders by the Gas Services Department of the RRC based on the Accounting Order in Gas Utilities Docket ("GUD") No. 10695 are reasonable and accurate; (5) approval of the form of notice pursuant to the Company's rate schedule for pipeline integrity costs; and (6) approval to recover rate case expenses associated with the filing through a surcharge on rates.

TGS proposes the implementation of new CGSA tariffs and the withdrawal of the CTSA and GCSA incorporated and environs tariffs. The Company's new proposed tariff includes: (1) a new residential A/B rate design that provides options for customers based on usage patterns; (2) rate schedules for unmetered gas street lights; (3) a rate schedule rider to return excess deferred income taxes back to customers; (4) a rate schedule to recover approved Hurricane Harvey costs; (5) a rate schedule to recover pipeline integrity testing costs; and (6) a rate schedule that allows TGS to recover extraordinary expenses for restoring service after storms and natural disasters.

The resolution suspends the February 6, 2020 effective date of the Company's rate increase for the maximum period permitted by law to allow the City, working in conjunction with other similarly situated cities with original jurisdiction served by TGS, to evaluate the filing, to determine whether the filing complies with the law, and if lawful, to determine what further strategy, including settlement, to pursue.

The law provides that a rate request made by cannot become effective until at least 35 days following the filing of the application to change rates. The law permits the City to suspend the rate change for 90 days after the date the rate change would otherwise be effective. **If the City fails to take some action regarding the filing before the effective date, TGS's rate request is deemed approved.**

Staff report provided by Thomas Brocato
of Lloyd Gosselink, Attorneys at Law

RESOLUTION NO. 2020-01

A RESOLUTION OF THE CITY OF LOCKHART, TEXAS SUSPENDING THE FEBRUARY 6, 2020 EFFECTIVE DATE OF TEXAS GAS SERVICE COMPANY'S REQUESTED INCREASE TO PERMIT THE CITY TIME TO STUDY THE REQUEST AND TO ESTABLISH REASONABLE RATES; APPROVING COOPERATION WITH OTHER CITIES IN THE TEXAS GAS SERVICE COMPANY'S CENTRAL TEXAS AND GULF COAST SERVICE AREAS; HIRING LEGAL AND CONSULTING SERVICES TO NEGOTIATE WITH THE COMPANY AND DIRECT ANY NECESSARY LITIGATION AND APPEALS; AUTHORIZING INTERVENTION IN GUD NO. 10928 AT THE RAILROAD COMMISSION; REQUIRING REIMBURSEMENT OF CITIES' RATE CASE EXPENSES; FINDING THAT THE MEETING AT WHICH THIS RESOLUTION IS PASSED IS OPEN TO THE PUBLIC AS REQUIRED BY LAW; REQUIRING NOTICE OF THIS RESOLUTION TO THE COMPANY AND LEGAL COUNSEL

WHEREAS, on or about December 20, 2019, Texas Gas Service Company, a Division of ONE Gas, Inc. ("TGS" or "Company"), pursuant to Gas Utility Regulatory Act § 104.102, filed with the City of Lockhart ("City") a Statement of Intent to change gas rates in all municipalities exercising original jurisdiction within the City of Beaumont, the Central Texas Service Area, and Gulf Coast Service Area, and to consolidate these Service Areas into the proposed Central-Gulf Service Area, effective February 6, 2020; and

WHEREAS, the City is a gas customer of TGS and a regulatory authority with exclusive original jurisdiction over the rates and charges of TGS within the City; and

WHEREAS, it is reasonable for the City of Lockhart to cooperate with other similarly situated cities in conducting a review of the Company's application and to hire and direct legal counsel and consultants and to prepare a common response and to negotiate with the Company and direct any necessary litigation; and

WHEREAS, the Gas Utility Regulatory Act § 104.107 grants local regulatory authorities the right to suspend the effective date of proposed rate changes for ninety (90) days; and

WHEREAS, Texas Gas Company has filed an application with the Railroad Commission, Gas Utilities Docket (GUD) No. 10928 that could become the docket into which appeals of city action on the TGS filing are consolidated; and

WHEREAS, the Gas Utility Regulatory Act § 103.022 provides that costs incurred by Cities in ratemaking activities are to be reimbursed by the regulated utility.

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

SECTION 1. That the February 6, 2020, effective date of the rate request submitted by TGS on or about December 20, 2019, be suspended for the maximum period allowed by law to permit adequate time to review the proposed changes and to establish reasonable rates.

SECTION 2. That the City is authorized to cooperate with other cities in the TGS service area to hire and direct legal counsel and consultants, negotiate with the Company, make recommendations to the City regarding reasonable rates and to direct any necessary administrative proceedings or court litigation associated with an appeal of a rate ordinance and the rate case filed with the City or Railroad Commission.

SECTION 3. That, subject to the right to terminate employment at any time, the City of Lockhart hereby authorizes the hiring of Thomas Brocato of the law firm of Lloyd Gosselink Rochelle & Townsend, P.C., and consultants to represent the City in all matters associated with the TGS application to increase rates and appeals thereof.

SECTION 4. That intervention in Railroad Commission GUD No. 10928 is authorized.

SECTION 5. That the City's reasonable rate case expenses shall be reimbursed by TGS.

SECTION 6. That it is hereby officially found and determined that the meeting at which this Resolution is passed is open to the public as required by law and the public notice of the time, place, and purpose of said meeting was given as required.

SECTION 7. A copy of this Resolution shall be sent to TGS, care of Stephanie G. Houle, Texas Gas Service Company, Barton Skyway IV, 1301 S. Mopac, Suite 400, Austin, Texas 78746 (Stephanie.Houle@onegas.com), and to Thomas Brocato at Lloyd Gosselink Rochelle & Townsend, P.C., 816 Congress Avenue, Suite 1900, Austin, Texas 78701 (tbrocato@lglawfirm.com).

PASSED AND APPROVED this _____ day of _____, 2020.

CITY OF LOCKHART

Lew White, Mayor

ATTEST:

APPROVED AS TO FORM:

Connie Constancio, TRMC
City Secretary

Monte Akers
City Attorney

City of Lockhart, Texas

Council Agenda Item Briefing Data

COUNCIL MEETING DATE: January 7, 2020

AGENDA ITEM CAPTION:

Discussion and/or action regarding Hotel Occupancy Tax (HOT) Advisory Board appointments.

ORIGINATING DEPARTMENT AND CONTACT: Steve Lewis, City Manager

ACTION REQUESTED:

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

BACKGROUND/SUMMARY/DISCUSSION:

On December 3, 2019, the Council appointed the following individuals to the HOT Advisory Board:

Acting Members: Ray Sanders, Alfredo Munoz, Archana "Archie" Gandhi, Janet Grigar, Steve Lewis and/or Pam Larison

Alternate Members: Sally Daniel and Roxanne Rix

The HOT Advisory Board held their initial meeting on December 18, 2019. During the meeting, Janet Grigar requested to be an Alternate member instead of an Acting member. Roxanne Rix thereafter agreed to serve as an Acting member instead of an Alternate. It was the consensus of the HOT Board to recommend that Janet Grigar serve as an Alternate member and Roxanne Rix as an Acting member. Staff concurs with the member transition.

PROJECT SCHEDULE (if applicable): None.

AMOUNT & SOURCE OF FUNDING: (to be completed by Finance)

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

FISCAL NOTE (if applicable):

Previous Council Action: None.

COMMITTEE/BOARD/COMMISSION ACTION:

On December 18, 2019, the consensus of the HOT Board was to recommend that Roxanne Rix be an acting member and Janet Grigar be an alternate member.

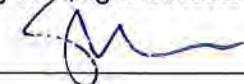
STAFF RECOMMENDATION/REQUESTED MOTION:

Staff recommends approval.

LIST OF SUPPORTING DOCUMENTS: None.

Department Head initials:

City Manager's Review:



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LIST OF BOARD/COMMISSION VACANCIES

Updated: December 19, 2019

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

No new applications since August 2018

eb

<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. Section 2-210. Method of selection; number of members; terms. (a) The mayor and city councilmembers shall nominate individuals to serve on boards and commissions. Each nomination shall then be confirmed by a simple majority of the entire city council. (b) Except as provided herein, there shall be seven members appointed to each board or commission corresponding with the seven members or places of the city council. Each city councilmember, except as provided herein, shall nominate a qualified person to serve in a place on an appointed body corresponding to their place on the council. At-large councilmembers shall be designated as places 5 and 6, and the mayor’s position as place 7, for the purpose of this section. Nominations shall be made to fill vacant positions and/or positions whose terms have expired within 90 days of the event, such as a resignation or an election. Should any city councilmember fail to name an appointee to one of his/her corresponding places on any body within the above described 90 days, another councilmember shall then have the privilege to nominate a person to fill that same position, as described in subsection (a). However, once that position becomes vacant again for any reason, the appointment shall revert to the place corresponding with the original city council seat/place number for nominations. (c) Beginning with the election in May, 1998, the council shall nominate and confirm four members to serve in places 1, 2, 5, 6 on each board and commission in accordance with subsections (a) and (b) above, and with the standards set in Ordinance Number 97-09, Governance Policies. With the election of May, 1999, the remaining three places shall be filled following the same procedure as above. (d) Terms of service on appointed bodies shall be the same three-year terms as the councilmember who nominates a person to serve. However, a person may be appointed to complete the unexpired term of a vacant position, due to a resignation, for example. (e) When a person has completed a term, or terms, of service and will be vacating a place, that person may continue to serve until a replacement is nominated and confirmed by the city council. (f) At the discretion of the majority of the city council, one Caldwell County resident who is also an owner of real property within any local historic district may be appointed as a full member to the historical preservation commission. (g) Exceptions to the above regulations shall be all volunteer/special purpose/ad hoc committees appointed from time to time by the city council and the zoning board of adjustments, whose members shall serve two-year terms in accordance with V.T.C.A., Local Government Code § 211.008. All other provisions of this section, and ordinance number 97-09 which do not conflict with the chapters establishing these bodies shall be applicable. Sec. 2-212. Removal and resignation of members. (a) All board, commission and committee members serve at the pleasure of the city council and may be removed from office with or without cause at the discretion of the city council. (b) Board, commission and committee members may resign from office at any time by filing a written resignation, dated and signed by the member, with the City Secretary. Such resignation shall take effect upon receipt by the City Secretary without further action by the city council. If the city council appoints a new member to replace the resigned member, the new member shall be appointed to serve out the remainder of the resigned member’s term.</p>

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

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

Sec. 54-127 MEMBERSHIP AND MEETING FREQUENCY

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

Sec. 54-128 PURPOSE AND RESPONSIBILITY

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

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

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

Sec. 54-130 HOT FUND GRANT PROCESS GUIDELINES.

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

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

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COUNCILMEMBER BOARD/COMMISSION APPOINTMENTS

Councilmember	Board/Commission	Appointee	Date Appointed
Mayor – Lew White	Airport Board	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	Victor Corpus	03/07/17
	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	Reed Coats	03/07/17
	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 Kathy McCormick Donaly Brice Russell Wheeler Rick Arnic	03/07/17 12/05/17 12/05/17 12/05/17 12/05/17 03/06/18 12/05/17 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 Juan Alvarez, Jr. Jodi King Chris Schexnayder Philip Ruiz, Vice-Chair	03/07/17 03/07/17 03/07/17 03/07/17 06/06/17 03/07/17 03/07/17 03/07/17 03/07/17

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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 Christina Black	03/07/17 03/07/17 03/07/17 03/07/17 03/07/17 11/21/17 03/07/17 03/07/17 03/07/17
	Charter Review Commission (Five member commission) Term – 24 months after appointment	Ray Sanders Bill Hernandez Roland Velvin Elizabeth Raxter Alan Fielder	03/01/16 – Michelson 03/01/16 – Michelson 03/01/16 – Michelson 03/01/16 – Hilburn 03/15/16 – Hilburn
	Sign Review Committee (no longer meeting)	Gabe Medina Neto Madrigal Terry Black Kenneth Sneed Johnny Barron, Jr. Tim Clark	03/17/15 - Mayor Pro-Tem Sanchez 04/21/15 – Councilmember Mendoza 12/19/17– Councilmember McGregor 03/17/15 – Mayor White 03/17/15 – Councilmember Castillo 03/17/15– Councilmember Michelson
	Parks Master Plan Steering Committee (8-10 members)	Albert Villalapando Dennis Placke Nita McBride Rebecca Pulliam 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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	Church Property Ad-hoc Committee (7 members)	Amelia Smith Jackie Westmoreland Todd Blomerth Andy Govea Terry Black Jane Brown Raymond DeLeon Dyrall Thomas	09/05/17 – Westmoreland 09/05/17 – Westmoreland 09/05/17 – Mayor White 09/19/17 – Sanchez 12/19/17 – McGregor 09/19/17 – Michelson 09/20/17 – Castillo 09/22/17 – Mendoza
	Wayfinding Signage and Community Branding Ad-Hoc Committee (5 members) THIS COMMITTEE WAS - RE-ESTABLISHED ON MARCH 5, 2019	Roy Watson Ronda Reagan Sally Daniel Rob Ortiz Bobby Herzog	03/05/19 03/05/19 03/05/19 03/05/19 03/05/19 Appointed by Mayor with consensus of Council
	HOT Advisory Bd	Ray Sanders Alfredo Munoz Archana “Archie” Gandhi Janet Grigar Steve Lewis and Pam Larison Sally Daniel (Alternate) Roxanne Rix (Alternate)	All members appointed by consensus of the Council on 12/03/2019



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	40,000								400,000
Total Hotel Tax Fund P & I			-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	-	-	-	-	-	-	400,000
LEDC																					
2015 Tax & Revenue	100.00%		48,093	48,044	48,103	48,152	63,645	63,670	63,513	63,543	63,555	63,643	63,687	65,647	65,544	65,575	65,482	65,579	65,538	65,676	1,048,596
Total LEDC Fund P & I			48,093	48,044	48,103	48,152	63,645	63,670	63,513	63,543	63,555	63,643	63,687	65,647	65,544	65,575	65,482	65,579	65,538	65,676	1,048,596
2015 Capital Projects Fund																					
2015 Tax & Revenue																					-
Total 2015 Capital Projects Fund Fund P & I			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drainage																					
2015 Tax & Revenue			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,700,000
Total Drainage Fund P & I			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,700,000
General Fund																					
2015 Tax & Revenue																					-
Total General Fund P & I			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Fund																					
2006 Tax & Rev CO's	100.00%		47,175	50,535	48,690	46,845															146,070
2006-A Tax & Rev CO's	93.00%		267,890	267,803	267,332	271,128															806,264
2015 Tax & Revenue	TRNSF		186,594	186,302	186,653	186,945	279,275	279,421	278,487	278,662	278,735	279,261	279,523	291,203	290,590	290,773	290,222	290,798	290,554	291,374	4,548,778
2015 Tax & Revenue	12.00%		117,779	117,659	117,803	117,923	155,867	155,927	155,543	155,615	155,645	155,861	155,969	160,769	160,517	160,592	160,365	160,602	160,502	160,831	2,567,990
2016 GO Refunding	74.84%		171,056	346,930	361,150	353,161	656,899	666,927	661,698	666,974	673,111	670,566	678,350	-	-	-	-	-	-	-	5,735,766
Total Debt Service Fund P & I			790,494	969,229	981,628	976,002	1,092,041	1,102,275	1,095,728	1,101,251	1,107,491	1,105,688	1,113,842	451,972	451,107	451,365	450,587	451,400	451,056	452,205	13,804,868
Total General Government			938,587	1,157,273	1,169,731	1,164,154	1,295,686	1,305,945	1,299,241	1,304,794	1,311,046	1,309,331	1,317,529	617,619	616,651	616,940	616,069	616,979	616,594	617,881	16,953,464

Future Debt Payments as of 9/30/18

Description	Paid Debt	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL DEBT
Proprietary																				
Electric Fund																				
2013 SIB Loan	30.81%	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,151	71,151	71,152			1,067,268
Total Electric Fund P & I	-	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,152	71,151	71,151	71,151	71,151	71,151	71,151	71,151	71,152	-	-	1,067,268
Water Fund																				
2006A Tax & Rev CO's	7.00%	20,164	20,157	20,122	20,408															60,687
2015 Tax & Revenue	49.60%	486,818	486,322	486,917	487,413	644,248	644,496	642,909	643,207	643,331	644,223	644,670	664,510	663,468	663,778	662,842	663,822	663,406	664,800	10,614,362
2016 GO Refunding	21.81%	49,849	101,103	105,247	102,919	191,435	194,357	192,833	194,371	196,159	195,418	197,686	-	-	-	-	-	-	-	1,671,528
2013 SIB Loan	35.80%	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676	82,676			1,240,140
Total Water Fund P & I	-	639,507	690,258	694,962	693,416	918,359	921,529	918,418	920,254	922,166	922,317	925,032	747,186	746,144	746,454	745,518	746,498	663,406	664,800	13,586,717
Sewer Fund																				
2015 Tax & Revenue	4.30%	42,204	42,161	42,213	42,256	55,852	55,874	55,736	55,752	55,773	55,850	55,889	57,609	57,518	57,545	57,464	57,549	57,513	57,643	920,197
2016 GO Refunding	3.35%	7,657	15,529	16,166	15,808	29,404	29,853	29,619	29,855	30,130	30,016	30,364	-	-	-	-	-	-	-	256,744
2013 SIB Loan	33.39%	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102	77,103	77,102	77,102			1,156,537
Total Sewer Fund P & I		126,963	134,793	135,481	135,166	162,359	162,829	162,457	162,710	163,005	162,968	163,356	134,711	134,620	134,648	134,566	134,651	57,513	57,643	2,333,478
Total Proprietary Fund P & I	-	837,621	896,203	901,594	899,733	1,151,869	1,155,510	1,152,026	1,154,116	1,156,323	1,156,436	1,159,539	953,049	951,915	952,253	951,236	952,301	720,919	722,443	16,987,463
Grand Total		1,776,208	2,053,476	2,071,326	2,063,887	2,447,555	2,461,455	2,451,267	2,458,910	2,467,369	2,465,767	2,477,068	1,570,668	1,568,566	1,569,193	1,567,305	1,569,280	1,337,513	1,340,324	33,940,927

City of Lockhart
2015 BOND PROGRAM

Cost	Notes	Task Name	Duration	Start	Finish	2015												2016												2017											
						Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
\$14,124,890.00		TOTAL PROJECT COST																																							
\$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																																				

