



CITY COUNCIL AGENDA

NOTICE IS GIVEN THAT THE CITY COUNCIL OF THE CITY OF LAMESA, TEXAS, WILL MEET IN A REGULARLY SCHEDULED MEETING AT 5:30 P.M. ON TUESDAY, APRIL 19, 2016, 601 SOUTH FIRST STREET, FOR THE PURPOSE OF CONSIDERING AND TAKING OFFICIAL ACTION ON THE FOLLOWING ITEMS:

1. **CALL TO ORDER:**
2. **INVOCATION:**
3. **CONSENT AGENDA:** All consent agenda items listed are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member so requests, in which event the item will be removed from the Consent Agenda and considered in its normal sequence on the agenda. Information concerning consent agenda items is available for public review.
 - a. **APPROVAL OF THE MINUTES:** Approval of the minutes of the council meeting held on March 15, 2016).
 - b. **BILLS FOR MARCH 2016:** Approval of the bills paid by the City of Lamesa for the months of March 2016.
4. **LAMESA ECONOMIC DEVELOPMENT CORPORATION AND LAMESA ECONOMIC ALLIANCE PROJECT:** Hear quarterly report from LEDC/LEAP Executive Director Nathan Tafoya.
5. **VOLUNTEER FIREFIGHTER PENSION FUND CONTRIBUTIONS:** Consider and take action on approving deposits into the Texas Emergency Services Retirement System (TESRS) retirement accounts for all eligible participants as governed by State statutes regarding TESRS retirement.
6. **SOUTH PLAINS PUBLIC HEALTH DISTRICT BUSINESS ASSOCIATE AGREEMENT:** Consider passing a resolution approving South Plains Public Health District Business Associate Agreement and authorizing the Mayor of the City of Lamesa to execute said agreement on behalf of the City.
7. **SELECTION OF PORTS TO PLAINS DELEGATE:** Consider appointing a new delegate to Ports to Plains replacing Mayor Dave Nix as of May 2016.
8. **FUNDING SCENARIOS FOR WATER WELL REHABILITATION, FUTURE DRILLING AND/OR LONG TERM PLANNING OPTIONS:** Consider recommendations of funding scenarios for water well rehabilitation, future drilling and/or long term planning options for the City of Lamesa and give City staff direction.

- 9. FUNDING SCENARIO FOR OPENING ADDITIONAL TYPE IV LANDFILL CELL:** Consider funding scenario regarding opening additional Type IV landfill cell and give City staff direction.
- 10. AWARD BID ON LEASE OF CITY PROPERTY:** Consider awarding bid for a lease of two (2) years beginning May 1, 2016 and ending March 31st, 2018 with up to three (3) one year options, for the following City-owned property:
Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and
Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.
- 11. AWARD BID FOR STRATEGIC PLANNING SERVICES FOR CITY AND LEDC/LEAP:** Consider awarding Strategic Planning Services bid with recommendation from City staff and LEDC/LEAP.
- 12. GENERAL ELECTION:** Consider passing an ordinance on 2nd reading declaring the unopposed candidate for the 2016 City of Lamesa General Election to be held on May 7, 2016, elected to office of Mayor and canceling the 2016 General Election.
- 13. SPECIAL ELECTION:** Consider passing an ordinance on 2nd reading declaring the unopposed candidate for the 2016 City of Lamesa Special Election for City Council Member District 1, to be held on May 7, 2016, elected to office and canceling the 2016 Special Election.
- 14. ONCOR RATES:** Consider passing a resolution that constitutes notice of the City's intent to proceed with an inquiry into the transmission and distribution rates charged by Oncor.
- 15. REVISION TO CURFEW ORDINANCE:** Consider amending and extending Ordinance O-10-13, Section 8.06.001 of the City of Lamesa Code of Ordinances on 2nd Reading to an ending time of 4:00 P.M.
- 16. BUDGET AMENDMENT II:** Consider amending Ordinance No.O-14-15 on 2nd reading with respect to October 1, 2015 fiscal year budget.
- 17. BUDGET AMENDMENT III:** Consider amending Ordinance No.O-14-15 on 1ST reading with respect to October 1, 2015 fiscal year budget.
- 18. UTILITIES DIRECTOR REPORT:** Utilities Director to report on the city's recent events:
a. CRMWA Waterline Repair Update
- 19. FINANCIAL REPORT:** Finance Director to report on the city's finances.
- 20. INVESTMENT REPORT:** Finance Director to report on City's investments through the 2ND quarter of FY 2015/2016.
- 21. CITY MANAGER REPORT:** City Manager to report on current activities and answer questions from the City Council.
- Lamesa Youth Day Event, on Saturday, May 14th from 10 a.m. to 10 p.m. sponsored by Crestview Baptist Church and Faith Temple at Forrest Park (under the exception to Noise Ordinance, for religious gatherings).
 - Update on Lift Station repair at old Wastewater Plant
 -

22.EXECUTIVE SESSION: Council to consider convening into closed executive session regarding Deliberation Regarding Personnel Matters with the provisions of the Texas Open Meetings Act (Chapter 551.074 Texas Government Code). No action will be taken in closed session. The Council will reconvene into open session after the completion of the executive session.

- a. Assignment of duties related to Firearms.

23.ADJOURNMENT: *The next regularly scheduled meeting of the City Council of the City of Lamesa will be May 17, 2016 at 5:30 P.M.*

Open Meetings Information

CLOSED MEETINGS

The City Council reserves the right to adjourn into closed session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development).

PUBLIC PARTICIPATION

The meeting will be held pursuant to the provisions of the Texas Open Meetings Act (Govt. Code, Chapter 551). Discussion and actions are limited to the agenda items listed above. Persons desiring to address the City Council or express their opinion about a particular item on this agenda should notify the City Secretary before the meeting. Persons desiring to present other business or discuss matters not on this agenda should submit a request in writing to the City Secretary by the end of business hours on the Wednesday before the next meeting in order to be considered for inclusion on that agenda.

MEETING ACCESSIBILITY

Upon request, auxiliary aids and services will be provided to an individual with a disability in order to allow them to effectively participate in the city council meeting. Those requesting auxiliary aids or services should notify the contact person listed below at least twenty-four hours prior to the meeting by mail, telephone or RELAY Texas (1-800-735-2989)

Contact: Norma Garcia at 806-872-4322

601 South First Street, Lamesa, Texas 79331

Telephone - (806) 872-4322

Fax - (806) 872-4338

CERTIFICATION OF NOTICE

I certify this agenda was posted at the City Hall, 601 South First Street, Lamesa, Texas at 4:45 p.m., April 15th, 2016 in accordance with Chapter 551.041 of the Government Code.

Norma Garcia, City Secretary



City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEMS: 1 & 2

1. **CALL TO ORDER:** *Announcement by the Mayor.* "This meeting is being held in accordance with the provisions of the Texas Open Meetings Act (Govt. Code, Chapter 551). Discussion and actions are limited to the agenda items as posted. Persons desiring to address the City Council or express their opinion about a particular item on this agenda should complete a request at this time. Persons desiring to present other business or discuss matters not on this agenda should submit a request in writing to the City Secretary in order to be considered for inclusion on the agenda of the next meeting. A quorum being present as evidenced by the presence of ___ members of the City Council, this meeting is hereby called to order."

The following members are present:

DAVE NIX	Mayor
JOSH STEVENS	Mayor Pro-tem/Council Member – District 1
MARIE A. BRISENO	Council Member – District 2
FABIAN RUBIO	Council Member – District 3
BOBBY G. GONZALES	Council Member - District 4
FRED VERA	Council Member – District 5
CHANCE BRITT	Council Member – District 6

City Staff members present at the meeting:

SHAWNA D. BURKHART	City Manager
NORMA GARCIA	City Secretary
RUSSELL CASSELBERRY	Attorney

Members of the press present at the meeting:

Members of the public present at the meeting:

2. **INVOCATION:
AND PLEDGE OF ALLEGIANCE.**



City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 3

SUBJECT: **CONSENT AGENDA ITEMS**
PROCEEDING: Approval
SUBMITTED BY: City Staff

SUMMARY STATEMENT

All consent agenda items listed are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member so requests, in which event the item will be removed from the Consent Agenda and considered in its normal sequence on the agenda. Information concerning consent agenda items is available for public review.

- a. **APPROVAL OF THE MINUTES:** Approval of the minutes of the council meeting held on March 15, 2016.
- b. **BILLS FOR MARCH 2016:** Approval of the bills paid by the City of Lamesa for the month of March, 2016.

COUNCIL ACTION

DISCUSSION _____

Motion by Council Member _____ to approve Item 3a and b. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

These items are considered non-controversial, but do require formal council approval. If a council member objects to a consent item, it is removed from the list and separate action is taken on the item(s). If a council member questions a consent item, but not so strongly as to require that it be removed from the list, his/her "no" vote or abstention can be entered in the minutes when the consent vote is taken. **Recommend approval.**

THE STATE OF TEXAS }
COUNTY OF DAWSON }
CITY OF LAMESA }

**MINUTES OF THE CITY COUNCIL REGULARLY CALLED MEETING:
MARCH 15, 2016**

On this the 15th day of March, 2016, at 5:30 P.M. there came on and was held a regularly called meeting of the City Council of the City of Lamesa, Dawson County, Texas. Notice of such meeting having been posted at the City Hall at 601 South First Street in the City of Lamesa, Texas in accordance with the provisions of the Texas Open Meetings Act (Texas Govt. Code, Chapter 551). The following items were listed on the notice and the following proceedings were had, viz.:

CALL TO ORDER: Mayor Nix announced that the meeting was being held in accordance with the provisions of the Texas Open Meetings Act (Texas Govt. Code, Chapter 551), and that discussion and actions are limited to the agenda items as posted. A quorum being present as evidenced by the presence 7 the Council Members were present:

DAVE NIX	MAYOR
MARIE BRISENO	COUNCIL MEMBER – DISTRICT 2
JOSH STEVENS	MAYOR PRO-TEM /COUNCIL MEMBER – DISTRICT 1
BOBBY G. GONZALES	COUNCIL MEMBER – DISTRICT 4
FABIAN RUBIO	COUNCIL MEMBER – DISTRICT 3
FRED VERA	COUNCIL MEMBER – DISTRICT 5
CHANCE BRITT	COUNCIL MEMBER – DISTRICT 6

City staff members present at the meeting:

SHAWNA D. BURKHART	CITY MANAGER
NORMA GARCIA	CITY SECRETARY
RUSSELL CASSELBERRY	CITY ATTORNEY

Members of the public present at the meeting:

Herrel Hallmark	Irma Ramirez	Nathan Tafoya	Wayne Smith
Brant Stewart	Dionicio Garza Jr.	Tommy Flores	Victor Dimas
Sylvia Dimas	Holly Holder	Joey Rivas	Chief Dale Alwan
Sandy Trevino	Leticia Dimas	Harvey Everheart	Wayne Chapman
Terri Stahl	Sam Leal	Rachel Leal	Ray Stephens

Invocation was given by Council Member Chance Britt.

CONSENT AGENDA: All consent agenda items listed are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member so requests, in which event the item will be removed from the Consent Agenda and considered in its normal sequence on the agenda. Information concerning consent agenda items is available for public review.

- a. **APPROVAL OF THE MINUTES:** Approval of the minutes of the council meetings held on February 16, 2016.
- b. **BILLS FOR FEBRUARY 2016:** Approval of the bills paid by the City of Lamesa for the months of February, 2016.

Motion by Council Member Briseno to approve items 3 a & b. Motion seconded by Council Member Stevens and upon being put to a vote the motion passed.

VOTING: "AYE" 7 "NAY" 0 "ABSTAIN" 0

CITY ENGINEER'S RECOMMENDED PRIORITIZATION OF WATER WELL REHABILITATION, FUTURE DRILLING AND/OR LONG TERM PLANNING OPTIONS: Consider recommendations of city engineer in prioritizing water well rehabilitation, future drilling and/or long term planning options for the City of Lamesa and give City staff direction.

After some discussion, no action was taken on this item.

CITY ENGINEER'S UPDATE AND RECOMMENDATION ON CAPACITY OF LANDFILL: Consider recommendation of City Engineer regarding capacity of landfill and potential need for development of additional cells and give City staff direction.

After some discussion, no action was taken on this item.

CALL FOR BIDS ON LEASE OF CITY PROPERTY: Consider approval of a call for bids for a lease of two (2) years beginning May 1, 2016 and ending March 31st, 2018 with up to three (3) one year options, for the following City-owned property:

Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and

Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

Motion by Council Member Britt to consider approval of a call for bids for a lease of two (2) years beginning May 1, 2016 and ending March 31st, 2018 with up to three (3) one year options, for the following City-owned property:

Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and

Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

DISCUSSION OF ADDITION OF PLANNED DEVELOPMENTS “PD” ZONING DESIGNATION TO CITY’S ZONING ORDINANCE. Discussion of Planned Development to City’s Zoning Ordinance and its possible benefits for the City of Lamesa.

After some discussion, no action was taken on this item.

UTILITIES DIRECTOR REPORT: Utilities Director to report on the city’s recent events:

- a. CRMWA Waterline Repair

FINANCIAL REPORT: Financial reports for February 2016 for City Council review and discussion.

CITY MANAGER REPORT: City Manager to report on current activities and answer questions from the City Council.

- Closure and cost of City Gas Tanks.

EXECUTIVE SESSION: Council to consider convening into closed executive session regarding Deliberation Regarding Personnel Matters with the provisions of the Texas Open Meetings Act (Chapter 551.074 Texas Government Code). No action will be taken in closed session. The Council will reconvene into open session after the completion of the executive session.

- c. Assignment of duties related to Firearms.

ADJOURNMENT: *Announcement by the Mayor* – “The next regularly scheduled meeting of the City Council of the City of Lamesa will be held at 5:30 p.m., on **Tuesday, April 19, 2016** at City Hall, 601 South First Street. Persons desiring to present business to the city council at that meeting are directed to submit a request in writing to the city secretary by **Wednesday, April 13, 2016** in order to be included on the agenda. There being no other business, the meeting is hereby adjourned.”

ATTEST:

APPROVED:

Norma Garcia
City Secretary

Dave Nix
Mayor

1001 CASH IN BANK

BEGINNING BALANCE

3/01/16	3/01	A92891	CHK: 188339	11527	SALAZAR JANITORIAL SERVI	4610	900.00CR	900.00CR
3/01/16	3/01	A92892	CHK: 188335	11524	M & M EXTERMINATORS	4470	522.80CR	1,422.80CR
3/01/16	3/01	A92894	CHK: 188337	11524	DUYCK LARRY	5777	251.25CR	1,674.05CR
3/01/16	3/01	A92895	CHK: 188338	11524	HARVEST CHURCH	6309	400.00CR	2,074.05CR
3/01/16	3/08	B50627	Misc 000001	08173	METER POSTAGE	JE# 020218	500.00CR	2,574.05CR
3/02/16	3/02	A92915	CHK: 188340	11531	LAMESA NATIONAL BANK	2630	6,536.25CR	9,110.30CR
3/02/16	3/02	A92916	CHK: 188341	11531	HENRY NORRIS AGENCY	3190	121.66CR	9,231.96CR
3/02/16	3/02	A92917	CHK: 188342	11532	LAMESA BEARING, INC.	2480	27.75CR	9,259.71CR
3/02/16	3/02	A92918	CHK: 188343	11532	LAMESA TIRE & BATTERY	2645	12.50CR	9,272.21CR
3/02/16	3/02	A92919	CHK: 188344	11532	LYNTEGAR ELECTRIC COOP	2728	83.95CR	9,356.16CR
3/02/16	3/02	A92920	CHK: 188345	11532	MASTER METER	2863	1,500.00CR	10,856.16CR
3/02/16	3/02	A92921	CHK: 188346	11532	MAYFIELD PAPER COMPANY	2957	602.57CR	11,458.73CR
3/02/16	3/02	A92922	CHK: 188347	11532	NTS COMMUNICATIONS	3135	934.49CR	12,393.22CR
3/02/16	3/02	A92924	CHK: 188349	11532	SOUTH PLAINS COMMUNICATI	3729	1,116.00CR	13,509.22CR
3/02/16	3/02	A92925	CHK: 188350	11532	WALMART COMMUNITY/GEGRB	4110	589.20CR	14,098.42CR
3/02/16	3/02	A92927	CHK: 188352	11532	WINDSTREAM COMMUNICATION	4460	1,683.63CR	15,782.05CR
3/02/16	3/02	A92929	CHK: 188354	11532	CREATIVE INKS	5035	44.00CR	15,826.05CR
3/02/16	3/02	A92930	CHK: 188355	11532	TEXASDATAVAULT	5607	3,450.00CR	19,276.05CR
3/02/16	3/02	A92931	CHK: 188356	11532	THYSSENKRUPP ELEVATOR CO	5638	840.81CR	20,116.86CR
3/02/16	3/02	A92932	CHK: 188357	11532	GDF SUEZ ENERGY RESOURCE	5905	193.35CR	20,310.21CR
3/02/16	3/02	A92933	CHK: 188358	11532	PNC EQUIPMENT FINANCE,LL	5960	805.70CR	21,115.91CR
3/02/16	3/02	A92934	CHK: 188359	11532	W-B SUPPLY COMPANY	6123	14.29CR	21,130.20CR
3/02/16	3/02	A92935	CHK: 188360	11532	GONZALES WELDING	6254	360.00CR	21,490.20CR
3/03/16	3/03	A92948	CHK: 188361	11534	BILLY VOGLER	1	25.00CR	21,515.20CR
3/03/16	3/03	A92949	CHK: 188362	11534	BRANT QUINTANILLA	1	25.00CR	21,540.20CR
3/03/16	3/03	A92952	CHK: 188363	11536	ALL-AMERICAN PUMP & MACH	1048	3,900.71CR	25,440.91CR
3/03/16	3/03	A92953	CHK: 188364	11536	LEATHERWOOD PLUMBING	2683	166.99CR	25,607.90CR
3/03/16	3/03	A92954	CHK: 188365	11536	WEATHERMAN CONST. & OVER	5624	130.95CR	25,738.85CR
3/03/16	3/03	A92963	CHK: 188368	11539	ALL-AMERICAN PUMP & MACH	1048	130.95CR	25,869.80CR
3/03/16	3/03	A92964	CHK: 188369	11539	LEATHERWOOD PLUMBING	2683	166.99CR	26,036.79CR
3/03/16	3/03	A92966	CHK: 188366	11537	BILLY VOGLER	1	25.00CR	26,061.79CR
3/03/16	3/03	A92967	CHK: 188367	11537	BRANT QUINTANILLA	1	25.00CR	26,086.79CR
3/07/16	3/07	A93009	CHK: 188407	11549	KATHRYN SCHNEIDER	1	250.00CR	26,336.79CR
3/07/16	3/07	A93010	CHK: 188408	11549	EMILY LUJAN	1	50.00CR	26,386.79CR
3/07/16	3/07	A93011	CHK: 188409	11549	SOPHIA TORRES	1	50.00CR	26,436.79CR
3/07/16	3/07	A93012	CHK: 188410	11549	ALESHIA LUCERO	1	50.00CR	26,486.79CR
3/07/16	3/07	A93013	CHK: 188411	11549	NORA GUTIERREZ	1	50.00CR	26,536.79CR
3/07/16	3/07	A93014	CHK: 188412	11549	GOVERNMENT FINANCE OFFIC	4620	170.00CR	26,706.79CR
3/07/16	3/07	A93015	CHK: 188413	11549	ERICA UBEDA	6140	650.00CR	27,356.79CR
3/07/16	3/07	A93016	CHK: 188370	11546	ADVANCED ANALYSIS, INC	1022	596.00CR	27,952.79CR
3/07/16	3/07	A93017	CHK: 188371	11546	ALL-AMERICAN PUMP & MACH	1048	3,900.71CR	31,853.50CR
3/07/16	3/07	A93018	CHK: 188372	11546	B & J WELDING SUPPLY	1180	208.37CR	32,061.87CR
3/07/16	3/07	A93019	CHK: 188373	11546	DAVIS FURNITURE COMPANY	1600	787.60CR	32,849.47CR

FUND : 01 -GENERAL FUND

PERIOD TO USE: Mar-2016 THRU Mar-2016

DEPT : N/A

ACCOUNTS: 1001 THRU 1001

POST	DATE	TRAN #	REFERENCE	PACKET	DESCRIPTION	VEND	INV/JE #	NOTE	AMOUNT	BALANCE
1001			CASH IN BANK							
										* (CONTINUED) *
3/08/16	3/08	A93091	CHK: 188421	11552	TX CHILD SUPPORT SDU	5882			276.92CR	268,907.56CR
3/08/16	3/08	A93092	CHK: 188422	11552	TX CHILD SUPPORT SDU	5982			113.08CR	269,020.64CR
3/08/16	3/08	A93093	CHK: 188423	11552	JAE FITNESS	6023			180.21CR	269,200.85CR
3/08/16	3/08	A93094	CHK: 188424	11552	TEXAS CHILD SUPPORT DISB	6036			230.77CR	269,431.62CR
3/08/16	3/08	A93095	CHK: 188425	11552	TX CHILD SUPPORT SDU	6059			46.15CR	269,477.77CR
3/08/16	3/08	A93096	CHK: 188426	11552	TG	6222			113.12CR	269,590.89CR
3/09/16	3/09	A93105	CHK: 188439	11560	ADVANCED ANALYSIS, INC	1022			240.00CR	269,830.89CR
3/09/16	3/09	A93106	CHK: 188440	11560	MEDICAL ARTS HOSPITAL	2971			40.00CR	269,870.89CR
3/09/16	3/09	A93107	CHK: 188441	11560	NAPA AUTO PARTS	5833			1,251.78CR	271,122.67CR
3/09/16	3/09	A93109	CHK: 188443	11560	CAPROCK IRRIGATION	6297			1,354.02CR	272,476.69CR
3/09/16	3/11	B50676	Misc 000002	08187	METER POSTAGE		JE# 020280		500.00CR	272,976.69CR
3/10/16	3/10	A93155	CHK: 188444	11563	SELE VASQUEZ	1			50.00CR	273,026.69CR
3/10/16	3/10	A93156	CHK: 188445	11563	LOWER COLORADO RIVER AUT	5145			657.17CR	273,683.86CR
3/10/16	3/10	A93157	CHK: 188446	11566	AUTOMATED CONTROLS	1140			122.56CR	273,806.42CR
3/10/16	3/10	A93158	CHK: 188447	11566	CAIN ELECTRICAL SUPPLY	1383			1,319.75CR	275,126.17CR
3/10/16	3/10	A93159	CHK: 188448	11566	CANADIAN RIVER MUNICIPAL	1385			71,258.79CR	346,384.96CR
3/10/16	3/10	A93160	CHK: 188449	11566	CITY OF LUBBOCK	1470			40,128.78CR	386,513.74CR
3/10/16	3/10	A93161	CHK: 188450	11566	CLAIBORNE'S THRIFTWAY	1480			56.79CR	386,570.53CR
3/10/16	3/10	A93162	CHK: 188451	11566	DACO	1580			635.46CR	387,205.99CR
3/10/16	3/10	A93163	CHK: 188452	11566	HIGGINBOTHAM'S GENERAL O	2180			972.41CR	388,178.40CR
3/10/16	3/10	A93165	CHK: 188454	11566	LAMESA BUTANE COMPANY	2500			1,046.54CR	389,224.94CR
3/10/16	3/10	A93166	CHK: 188455	11566	LAMESA MAILING & PACKING	2588			145.49CR	389,370.43CR
3/10/16	3/10	A93167	CHK: 188456	11566	MORRISON SUPPLY CO	3085			2,920.90CR	392,291.33CR
3/10/16	3/10	A93168	CHK: 188457	11566	POSTMASTER	3390			225.00CR	392,516.33CR
3/10/16	3/10	A93169	CHK: 188458	11566	S & C OIL COMPANY, INC.	3575			128.85CR	392,645.18CR
3/10/16	3/10	A93170	CHK: 188459	11566	K W SHARP INC	3703			3,363.00CR	396,008.18CR
3/10/16	3/10	A93171	CHK: 188460	11566	DELL MARKETING LP	4660			1,854.04CR	397,862.22CR
3/10/16	3/10	A93173	CHK: 188462	11566	AMERICAN EXPRESS	4880			2,697.48CR	400,559.70CR
3/10/16	3/10	A93175	CHK: 188464	11566	LUBBOCK TRUCK SALES, INC	5085			104.98CR	400,664.68CR
3/10/16	3/10	A93176	CHK: 188465	11566	AUTOZONE, INC.	5593			207.65CR	400,872.33CR
3/10/16	3/10	A93177	CHK: 188466	11566	CLEAR-VU AUTO GLASS	5658			189.99CR	401,062.32CR
3/10/16	3/10	A93178	CHK: 188467	11566	SIMPLEXGRINNELL	5681			444.16CR	401,506.48CR
3/10/16	3/10	A93179	CHK: 188468	11566	NAPA AUTO PARTS	5833			1,277.36CR	402,783.84CR
3/10/16	3/10	A93181	CHK: 188470	11566	THOMSON REUTERS	5871			303.16CR	403,087.00CR
3/10/16	3/10	A93182	CHK: 188471	11566	KELLEY'S AUTOMOTIVE	5887			7.00CR	403,094.00CR
3/10/16	3/10	A93183	CHK: 188472	11566	ACOSTA DRILLING, INC.	5956			5,179.62CR	408,273.62CR
3/10/16	3/10	A93184	CHK: 188473	11566	NORTH CEDAR OUTLET	5974			244.86CR	408,518.48CR
3/10/16	3/10	A93185	CHK: 188474	11566	TOMMY ARGUIJO	5988			49.89CR	408,568.37CR
3/10/16	3/10	A93186	CHK: 188475	11566	MESA EMPORIUM	5996			513.00CR	409,081.37CR
3/10/16	3/10	A93187	CHK: 188476	11566	DAVIDSON OIL	6021			300.00CR	409,381.37CR
3/10/16	3/10	A93188	CHK: 188477	11566	ALL-STATE DISTRIBUTORS,	6098			51.22CR	409,432.59CR
3/10/16	3/10	A93189	CHK: 188478	11566	ABCO FIRE PROTECTION, IN	6160			300.00CR	409,732.59CR
3/10/16	3/10	A93190	CHK: 188479	11566	CAPROCK IRRIGATION	6297			1,608.04CR	411,340.63CR
3/11/16	3/11	A93194	CHK: 188480	11583	LAMESA CAL RIPKEN BASEBA	6009			4,500.00CR	415,840.63CR
3/15/16	3/15	A93210	CHK: 188481	11590	LAMESA CHAMBER OF COMMER	1457			3,270.00CR	419,110.63CR
3/15/16	3/15	A93211	CHK: 188482	11588	ATMOS ENERGY	1730			3,427.80CR	422,538.43CR
3/15/16	3/15	A93213	CHK: 188484	11588	FULBRIGHT & CASSELBERRY	2090			254.00CR	422,792.43CR

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							
										* (CONTINUED) *
3/15/16	3/15	A93214	CHK: 188485	11588	LAMESA ECONOMIC DEVELOPM	2555			17,891.83CR	440,684.26CR
3/15/16	3/15	A93215	CHK: 188486	11588	LAMESA ECONOMIC ALLIANCE	5942			17,891.83CR	458,576.09CR
3/15/16	3/15	A93216	CHK: 188487	11588	JEANETTE PARRISH	6213			150.00CR	458,726.09CR
3/16/16	3/16	B50698	Misc 000003	08195	HEALTH INS. TSF. - G/F		JE# 020292		36,208.75CR	494,934.84CR
3/16/16	3/16	B50703	Misc 000013	08196	LIABILITY TSF G/F TO RISK MGMT		JE# 020297		5,939.59CR	500,874.43CR
3/16/16	3/16	B50708	Misc 000014	08197	WORKER COMP TSF TO RISK MGMT		JE# 020303		5,778.00CR	506,652.43CR
3/17/16	3/17	A93226	CHK: 188507	11597	MORRISON SUPPLY CO	3085			1,789.90CR	508,442.33CR
3/17/16	3/17	A93227	CHK: 188508	11597	PAYTON PLUMBING INC	3286			898.82CR	509,341.15CR
3/17/16	3/17	A93228	CHK: 188509	11597	FRANKLIN & SON, INC.	5840			509.75CR	509,850.90CR
3/17/16	3/17	A93229	CHK: 188510	11597	JONES ENTERPRISES	6276			385.00CR	510,235.90CR
3/17/16	3/17	A93230	CHK: 188511	11597	CAPROCK IRRIGATION	6297			804.02CR	511,039.92CR
3/17/16	3/17	A93231	CHK: 188501	11599	DPC INDUSTRIES INC	1570			1,789.93CR	512,829.85CR
3/17/16	3/17	A93232	CHK: 188502	11599	RAMIREZ, IRMA	5830			369.36CR	513,199.21CR
3/17/16	3/17	A93233	CHK: 188503	11599	MAIL FINANCE	5892			312.00CR	513,511.21CR
3/17/16	3/17	A93234	CHK: 188504	11599	HORNUNG'S GOLF PRODUCTS,	5897			205.06CR	513,716.27CR
3/17/16	3/17	A93235	CHK: 188505	11599	DLL FINANCE LLC	5958			885.58CR	514,601.85CR
3/17/16	3/17	A93236	CHK: 188506	11599	NORMA GARCIA	6274			82.00CR	514,683.85CR
3/17/16	3/17	A93237	CHK: 188488	11596	ADVANCED ANALYSIS, INC	1022			120.00CR	514,803.85CR
3/17/16	3/17	A93238	CHK: 188489	11596	CITY OF LUBBOCK	1470			6,718.80CR	521,522.65CR
3/17/16	3/17	A93239	CHK: 188490	11596	GARZA, DIONICIO JR	1969			61.00CR	521,583.65CR
3/17/16	3/17	A93240	CHK: 188491	11596	NTS COMMUNICATIONS	3135			794.74CR	522,378.39CR
3/17/16	3/17	A93242	CHK: 188493	11596	OGEDA, ERNEST	5617			107.67CR	522,486.06CR
3/17/16	3/17	A93243	CHK: 188494	11596	CITY OF LAMESA HEALTH IN	5790			57,000.00CR	579,486.06CR
3/17/16	3/17	A93244	CHK: 188495	11596	VERIZON WIRELESS	5969			181.38CR	579,667.44CR
3/17/16	3/17	A93246	CHK: 188497	11596	DAVIDSON OIL	6021			216.19CR	579,883.63CR
3/17/16	3/17	A93247	CHK: 188498	11596	THE PIT STOP AUTO DETAIL	6132			20.00CR	579,903.63CR
3/17/16	3/17	A93248	CHK: 188499	11596	ERICA UBEDA	6140			500.00CR	580,403.63CR
3/17/16	3/17	A93249	CHK: 188500	11596	ADVANCED DENTAL CARE	6307			8,811.00CR	589,214.63CR
3/18/16	3/18	A93256	CHK: 188512	11601	MARIE BRISENO	1296			63.72CR	589,278.35CR
3/18/16	3/18	A93257	CHK: 188513	11601	LAMESA PRESS REPORTER	2590			281.40CR	589,559.75CR
3/18/16	3/18	A93258	CHK: 188514	11601	DALE ALWAN	5983			63.72CR	589,623.47CR
3/18/16	3/18	A93259	CHK: 188515	11601	A1 JANITORIAL SUPPLY	6313			131.26CR	589,754.73CR
3/18/16	3/18	A93260	CHK: 188516	11602	MORRISON SUPPLY CO	3085			1,789.90CR	591,544.63CR
3/18/16	3/18	A93261	CHK: 188517	11602	SIGNS ON THE GO	5135			744.64CR	592,289.27CR
3/18/16	3/18	A93262	CHK: 188518	11602	CAPROCK IRRIGATION	6297			550.00CR	592,839.27CR
3/22/16	3/22	A93266	CHK: 188547	11608	HENRY NORRIS AGENCY	3190			81.00CR	592,920.27CR
3/22/16	3/22	A93267	CHK: 188548	11608	TREVINO SANDY	5385			23.27CR	592,943.54CR
3/22/16	3/22	A93268	CHK: 188549	11608	SPAG	5597			300.00CR	593,243.54CR
3/22/16	3/22	A93269	CHK: 188550	11608	ERICA UBEDA	6140			310.00CR	593,553.54CR
3/22/16	3/22	A93270	CHK: 188567	11609	CITY OF LAMESA HEALTH IN	5790			75,000.00CR	668,553.54CR
3/22/16	3/22	A93271	CHK: 000000	11604	INTERNAL REVENUE SERVICE	5832			32,325.47CR	700,879.01CR
3/22/16	3/22	A93272	CHK: 188519	11604	CAPROCK FEDERAL CREDIT U	1390			17,581.08CR	718,460.09CR
3/22/16	3/22	A93273	CHK: 188520	11604	PAYROLL FUND	3270			65,663.92CR	784,124.01CR
3/22/16	3/22	A93274	CHK: 188521	11604	TX CHILD SUPPORT SDU	5634			334.15CR	784,458.16CR
3/22/16	3/22	A93275	CHK: 188522	11604	TEXAS CHILD SUPPORT DISB	5811			184.62CR	784,642.78CR
3/22/16	3/22	A93276	CHK: 188523	11604	TX CHILD SUPPORT SDU	5829			115.38CR	784,758.16CR
3/22/16	3/22	A93277	CHK: 188524	11604	TEXAS CHILD SUPPORT DISB	5859			500.90CR	785,259.06CR

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							* (CONTINUED) *
3/22/16	3/22	A93278	CHK: 188525	11604	TX CHILD SUPPORT SDU	5882			276.92CR	785,535.98CR
3/22/16	3/22	A93279	CHK: 188526	11604	TX CHILD SUPPORT SDU	5982			113.08CR	785,649.06CR
3/22/16	3/22	A93280	CHK: 188527	11604	JAE FITNESS	6023			180.21CR	785,829.27CR
3/22/16	3/22	A93281	CHK: 188528	11604	TEXAS CHILD SUPPORT DISB	6036			230.77CR	786,060.04CR
3/22/16	3/22	A93282	CHK: 188529	11604	TX CHILD SUPPORT SDU	6059			46.15CR	786,106.19CR
3/22/16	3/22	A93283	CHK: 188530	11604	TG	6222			113.12CR	786,219.31CR
3/24/16	3/24	A93286	CHK: 188568	11614	HANNAH OBRIEN	1			50.00CR	786,269.31CR
3/24/16	3/24	A93287	CHK: 188569	11614	CONSTELLA BOLTON	1			50.00CR	786,319.31CR
3/24/16	3/24	A93288	CHK: 188570	11614	ATMOS ENERGY	1730			131.33CR	786,450.64CR
3/24/16	3/24	A93289	CHK: 188571	11614	FULBRIGHT & CASSELBERRY	2090			300.00CR	786,750.64CR
3/24/16	3/24	A93290	CHK: 188572	11614	WINDSTREAM COMMUNICATION	4460			165.75CR	786,916.39CR
3/24/16	3/24	A93291	CHK: 188573	11614	MANDRY TECHNOLOGY SOLUTI	5160		10,747.41CR	797,663.80CR	
3/24/16	3/24	A93293	CHK: 188575	11614	FORREST FEST, INC.	5585			975.43CR	798,639.23CR
3/24/16	3/24	A93294	CHK: 188576	11614	ADVANCED AUTO REPAIR	6075			176.20CR	798,815.43CR
3/24/16	3/24	A93295	CHK: 188577	11614	UNDERWOOD LAW FIRM, P.C.	6076			50.00CR	798,865.43CR
3/24/16	3/24	A93296	CHK: 188578	11614	ERICA UBEDA	6140			450.00CR	799,315.43CR
3/24/16	3/24	A93297	CHK: 188579	11614	GONZALES WELDING	6254			100.00CR	799,495.43CR
3/24/16	3/24	A93298	CHK: 188580	11614	LOME STAR FENCE	6314			219.57CR	799,715.00CR
3/24/16	3/24	A93299	CHK: 188581	11616	TASER INTERNATIONAL	6063			376.71CR	800,091.71CR
3/24/16	3/24	A93300	CHK: 188582	11616	GONZALES WELDING	6254		1,360.50CR	801,452.21CR	
3/24/16	3/24	A93301	CHK: 188583	11616	CAPROCK IRRIGATION	6297			254.02CR	801,706.23CR
3/24/16	3/24	A93304	CHK: 188584	11618	AMANDA TEJEDA	1			150.00CR	801,856.23CR
3/25/16	3/22	U24417	CHECK 188551	14832	REFUND: STEWART, MISTI J				49.23CR	801,905.46CR
3/25/16	3/22	U24417	CHECK 188552	14832	REFUND: ARANDA, YVETTE				100.00CR	802,005.46CR
3/25/16	3/22	U24417	CHECK 188553	14832	REFUND: GARCIA JR, CALIXTO				33.49CR	802,038.95CR
3/25/16	3/22	U24417	CHECK 188554	14832	REFUND: BUCHANAN, CARLA				105.21CR	802,144.16CR
3/25/16	3/22	U24417	CHECK 188555	14832	REFUND: RAMOS, FERNANDO S				100.00CR	802,244.16CR
3/25/16	3/22	U24417	CHECK 188556	14832	REFUND: BARRON, JANIE				17.78CR	802,261.94CR
3/25/16	3/22	U24417	CHECK 188557	14832	REFUND: DAVILA-RUBIO, ROMELIA				31.52CR	802,293.46CR
3/25/16	3/22	U24417	CHECK 188558	14832	REFUND: HERNANDEZ, ERNEST L				39.37CR	802,332.83CR
3/25/16	3/22	U24417	CHECK 188559	14832	REFUND: PATINO, RICHARD				31.57CR	802,364.40CR
3/25/16	3/22	U24417	CHECK 188560	14832	REFUND: MONTOYA, OSCAR O JR				60.34CR	802,424.74CR
3/25/16	3/22	U24417	CHECK 188561	14832	REFUND: CASTILLO, MARIBEL				49.25CR	802,473.99CR
3/25/16	3/22	U24417	CHECK 188562	14832	REFUND: ADKINS, JAMIE L				33.49CR	802,507.48CR
3/25/16	3/22	U24417	CHECK 188563	14832	REFUND: WALTON, DAMIEN Z				30.57CR	802,538.05CR
3/25/16	3/22	U24417	CHECK 188564	14832	REFUND: CANALES, RAIN				42.10CR	802,580.15CR
3/25/16	3/22	U24417	CHECK 188565	14832	REFUND: BULLIARD, CHAD A				25.58CR	802,605.73CR
3/25/16	3/22	U24417	CHECK 188566	14832	REFUND: VALDEZ, CARMAN				25.07CR	802,630.80CR
3/28/16	3/28	A93314	CHK: 188585	11620	CITY OF LAMESA FSA	6308			761.93CR	803,392.73CR
3/29/16	3/29	A93315	CHK: 188587	11622	TEXAS COMM FIRE PROTECT	3930			85.00CR	803,477.73CR
3/29/16	3/29	A93316	CHK: 188588	11622	CHAPMAN, WAYNE	5150			120.00CR	803,597.73CR
3/29/16	3/29	A93317	CHK: 188589	11622	LEVI ROBERTS	6104			94.68CR	803,692.41CR
3/29/16	3/29	A93318	CHK: 188590	11622	SYLVIA I ORTIZ DAWSON CO	6133			7.50CR	803,699.91CR
3/29/16	3/29	A93319	CHK: 188591	11622	WTG FUELS, INC.	6220		8,944.09CR	812,644.00CR	
3/29/16	3/29	A93321	CHK: 188586	11623	WARREN TRUCK & TRAILER	6288			430.00CR	813,074.00CR
3/30/16	3/30	A93330	CHK: 188593	11625	AFLAC INSURANCE	1020			4,239.20CR	817,313.20CR
3/30/16	3/30	A93331	CHK: 188594	11625	CITY OF LAMESA	1465			1,713.31CR	819,026.51CR

FUND : 01 -GENERAL FUND

PERIOD TO USE: Mar-2016 THRU Mar-2016

DEPT : N/A

ACCOUNTS: 1001 THRU 1001

POST DATE TRAN # REFERENCE PACKET=====DESCRIPTION===== VEND INV/JE # NOTE =====AMOUNT===== BALANCE=====

1001 CASH IN BANK

* (CONTINUED) *

3/30/16	3/30	A93332	CHK: 188595	11625	TEXAS MUNICIPAL RETIREME	3973				26,464.14CR	845,490.65CR
3/30/16	3/30	A93338	CHK: 188601	11625	LEGAL SHIELD	5900				518.00CR	846,008.65CR
3/30/16	3/30	A93339	CHK: 188602	11625	NEW YORK LIFE	5921				567.40CR	846,576.05CR
3/30/16	3/30	A93340	CHK: 188603	11625	GUARDIAN-APPLETON	6141				629.82CR	847,205.87CR
3/30/16	3/30	A93341	CHK: 188604	11625	RELIANT ENERGY	6316				29,489.39CR	876,695.26CR
3/30/16	4/13	B51046	Misc 000016	08243	TO TSF GOV TAX TO STATE AGCY		JE# 020402			4,356.91CR	881,052.17CR
3/31/16	3/31	A93343	CHK: 188609	11632	SAFARILAND GROUP	6095				92.00CR	881,144.17CR
3/31/16	3/31	A93344	CHK: 188610	11632	ERICA UBEDA	6140				200.00CR	881,344.17CR
3/31/16	3/31	A93345	CHK: 188611	11632	OFFICE OF CATHERINE M LA	6317				165.00CR	881,509.17CR
3/31/16	3/31	A93346	CHK: 188606	11629	FULBRIGHT & CASSELBERRY	2090				2,145.83CR	883,655.00CR
3/31/16	3/31	A93347	CHK: 188607	11629	PAYROLL FUND	3270				302.00CR	883,957.00CR
3/31/16	3/31	A93348	CHK: 188608	11629	SENIOR CITIZENS	3675				3,750.00CR	887,707.00CR
			=====		MARCH ACTIVITY	DB:		0.00	CR:	887,707.00CR	887,707.00CR

SELECTION CRITERIA

FISCAL YEAR: Oct-2015 / Sep-2016
FUND: Include: 01
PERIOD TO USE: Mar-2016 THRU Mar-2016
TRANSACTIONS: CREDIT

ACCOUNT SELECTION

ACCOUNT RANGE: 1001 THRU 1001
DEPARTMENT RANGE: - THRU -
ACTIVE FUNDS ONLY: NO
ACTIVE ACCOUNT ONLY: NO
INCLUDE RESTRICTED ACCOUNTS: NO
DIGIT SELECTION:

PRINT OPTIONS DETAIL

OMIT ACCOUNTS WITH NO ACTIVITY: NO
PRINT ENCUMBRANCES: NO
PRINT VENDOR NAME: NO
PRINT PROJECTS: NO
PRINT MONTHLY TOTALS: YES
PRINT GRAND TOTALS: NO
PRINT: INVOICE #
PAGE BREAK BY: NONE

*** END OF REPORT ***

POST DATE TRAN # REFERENCE PACKET=====DESCRIPTION===== VEND INV/JE # NOTE =====AMOUNT===== BALANCE=====

1001 CASH IN BANK

BEGINNING BALANCE

3/01/16	3/01	A92891	CHK: 188339	11527	SALAZAR JANITORIAL SERVI	4610		900.00CR	900.00CR
3/01/16	3/01	A92892	CHK: 188335	11524	M & M EXTERMINATORS	4470		522.80CR	1,422.80CR
3/01/16	3/01	A92894	CHK: 188337	11524	DUYCK LARRY	5777		251.25CR	1,674.05CR
3/01/16	3/01	A92895	CHK: 188338	11524	HARVEST CHURCH	6309		400.00CR	2,074.05CR
3/01/16	3/08	B50627	Misc 000001	08173	METER POSTAGE		JE# 020218	500.00CR	2,574.05CR
3/02/16	3/02	A92915	CHK: 188340	11531	LAMESA NATIONAL BANK	2630		6,536.25CR	9,110.30CR
3/02/16	3/02	A92916	CHK: 188341	11531	HENRY NORRIS AGENCY	3190		121.66CR	9,231.96CR
3/02/16	3/02	A92917	CHK: 188342	11532	LAMESA BEARING, INC.	2480		27.75CR	9,259.71CR
3/02/16	3/02	A92918	CHK: 188343	11532	LAMESA TIRE & BATTERY	2645		12.50CR	9,272.21CR
3/02/16	3/02	A92919	CHK: 188344	11532	LYNTEGAR ELECTRIC COOP	2728		83.95CR	9,356.16CR
3/02/16	3/02	A92920	CHK: 188345	11532	MASTER METER	2863		1,500.00CR	10,856.16CR
3/02/16	3/02	A92921	CHK: 188346	11532	MAYFIELD PAPER COMPANY	2957		602.57CR	11,458.73CR
3/02/16	3/02	A92922	CHK: 188347	11532	NTS COMMUNICATIONS	3135		934.49CR	12,393.22CR
3/02/16	3/02	A92924	CHK: 188349	11532	SOUTH PLAINS COMMUNICATI	3729		1,116.00CR	13,509.22CR
3/02/16	3/02	A92925	CHK: 188350	11532	WALMART COMMUNITY/GECRB	4110		589.20CR	14,098.42CR
3/02/16	3/02	A92927	CHK: 188352	11532	WINDSTREAM COMMUNICATION	4460		1,683.63CR	15,782.05CR
3/02/16	3/02	A92929	CHK: 188354	11532	CREATIVE INKS	5035		44.00CR	15,826.05CR
3/02/16	3/02	A92930	CHK: 188355	11532	TEXASDATAVAULT	5607		3,450.00CR	19,276.05CR
3/02/16	3/02	A92931	CHK: 188356	11532	THYSSENKRUPP ELEVATOR CO	5638		840.81CR	20,116.86CR
3/02/16	3/02	A92932	CHK: 188357	11532	GDF SUEZ ENERGY RESOURCE	5905		193.35CR	20,310.21CR
3/02/16	3/02	A92933	CHK: 188358	11532	PNC EQUIPMENT FINANCE,LL	5960		805.70CR	21,115.91CR
3/02/16	3/02	A92934	CHK: 188359	11532	W-B SUPPLY COMPANY	6123		14.29CR	21,130.20CR
3/02/16	3/02	A92935	CHK: 188360	11532	GONZALES WELDING	6254		360.00CR	21,490.20CR
3/03/16	3/03	A92948	CHK: 188361	11534	BILLY VOGLER	1		25.00CR	21,515.20CR
3/03/16	3/03	A92949	CHK: 188362	11534	BRANT QUINTANILLA	1		25.00CR	21,540.20CR
3/03/16	3/03	A92952	CHK: 188363	11536	ALL-AMERICAN PUMP & MACH	1048		3,900.71CR	25,440.91CR
3/03/16	3/03	A92953	CHK: 188364	11536	LEATHERWOOD PLUMBING	2683		166.99CR	25,607.90CR
3/03/16	3/03	A92954	CHK: 188365	11536	WEATHERMAN CONST. & OVER	5624		130.95CR	25,738.85CR
3/03/16	3/03	A92963	CHK: 188368	11539	ALL-AMERICAN PUMP & MACH	1048		130.95CR	25,869.80CR
3/03/16	3/03	A92964	CHK: 188369	11539	LEATHERWOOD PLUMBING	2683		166.99CR	26,036.79CR
3/03/16	3/03	A92966	CHK: 188366	11537	BILLY VOGLER	1		25.00CR	26,061.79CR
3/03/16	3/03	A92967	CHK: 188367	11537	BRANT QUINTANILLA	1		25.00CR	26,086.79CR
3/07/16	3/07	A93009	CHK: 188407	11549	KATHRYN SCHNEIDER	1		250.00CR	26,336.79CR
3/07/16	3/07	A93010	CHK: 188408	11549	EMILY LUJAN	1		50.00CR	26,386.79CR
3/07/16	3/07	A93011	CHK: 188409	11549	SOPHIA TORRES	1		50.00CR	26,436.79CR
3/07/16	3/07	A93012	CHK: 188410	11549	ALESHIA LUCERO	1		50.00CR	26,486.79CR
3/07/16	3/07	A93013	CHK: 188411	11549	NORA GUTIERREZ	1		50.00CR	26,536.79CR
3/07/16	3/07	A93014	CHK: 188412	11549	GOVERNMENT FINANCE OFFIC	4620		170.00CR	26,706.79CR
3/07/16	3/07	A93015	CHK: 188413	11549	ERICA UBEDA	6140		650.00CR	27,356.79CR
3/07/16	3/07	A93016	CHK: 188370	11546	ADVANCED ANALYSIS, INC	1022		596.00CR	27,952.79CR
3/07/16	3/07	A93017	CHK: 188371	11546	ALL-AMERICAN PUMP & MACH	1048		3,900.71CR	31,853.50CR
3/07/16	3/07	A93018	CHK: 188372	11546	B & J WELDING SUPPLY	1180		208.37CR	32,061.87CR
3/07/16	3/07	A93019	CHK: 188373	11546	DAVIS FURNITURE COMPANY	1600		787.60CR	32,849.47CR

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							
										*(CONTINUED) *
3/08/16	3/08	A93091	CHK: 188421	11552	TX CHILD SUPPORT SDU	5882			276.92CR	268,907.56CR
3/08/16	3/08	A93092	CHK: 188422	11552	TX CHILD SUPPORT SDU	5982			113.08CR	269,020.64CR
3/08/16	3/08	A93093	CHK: 188423	11552	JAE FITNESS	6023			180.21CR	269,200.85CR
3/08/16	3/08	A93094	CHK: 188424	11552	TEXAS CHILD SUPPORT DISB	6036			230.77CR	269,431.62CR
3/08/16	3/08	A93095	CHK: 188425	11552	TX CHILD SUPPORT SDU	6059			46.15CR	269,477.77CR
3/08/16	3/08	A93096	CHK: 188426	11552	TG	6222			113.12CR	269,590.89CR
3/09/16	3/09	A93105	CHK: 188439	11560	ADVANCED ANALYSIS, INC	1022			240.00CR	269,830.89CR
3/09/16	3/09	A93106	CHK: 188440	11560	MEDICAL ARTS HOSPITAL	2971			40.00CR	269,870.89CR
3/09/16	3/09	A93107	CHK: 188441	11560	NAPA AUTO PARTS	5833			1,251.78CR	271,122.67CR
3/09/16	3/09	A93109	CHK: 188443	11560	CAPROCK IRRIGATION	6297			1,354.02CR	272,476.69CR
3/09/16	3/11	B50676	Misc 000002	08187	METER POSTAGE		JE# 020280		500.00CR	272,976.69CR
3/10/16	3/10	A93155	CHK: 188444	11563	SELE VASQUEZ	1			50.00CR	273,026.69CR
3/10/16	3/10	A93156	CHK: 188445	11563	LOWER COLORADO RIVER AUT	5145			657.17CR	273,683.86CR
3/10/16	3/10	A93157	CHK: 188446	11566	AUTOMATED CONTROLS	1140			122.56CR	273,806.42CR
3/10/16	3/10	A93158	CHK: 188447	11566	CAIN ELECTRICAL SUPPLY	1383			1,319.75CR	275,126.17CR
3/10/16	3/10	A93159	CHK: 188448	11566	CANADIAN RIVER MUNICTPAL	1385			71,258.79CR	346,384.96CR
3/10/16	3/10	A93160	CHK: 188449	11566	CITY OF LUBBOCK	1470			40,128.78CR	386,513.74CR
3/10/16	3/10	A93161	CHK: 188450	11566	CLAIBORNE'S THRIFTWAY	1480			56.79CR	386,570.53CR
3/10/16	3/10	A93162	CHK: 188451	11566	DACO	1580			635.46CR	387,205.99CR
3/10/16	3/10	A93163	CHK: 188452	11566	HIGGINBOTHAM'S GENERAL O	2180			972.41CR	388,178.40CR
3/10/16	3/10	A93165	CHK: 188454	11566	LAMESA BUTANE COMPANY	2500			1,046.54CR	389,224.94CR
3/10/16	3/10	A93166	CHK: 188455	11566	LAMESA MAILING & PACKING	2588			145.49CR	389,370.43CR
3/10/16	3/10	A93167	CHK: 188456	11566	MORRISON SUPPLY CO	3085			2,920.90CR	392,291.33CR
3/10/16	3/10	A93168	CHK: 188457	11566	POSTMASTER	3390			225.00CR	392,516.33CR
3/10/16	3/10	A93169	CHK: 188458	11566	S & C OIL COMPANY, INC.	3575			128.85CR	392,645.18CR
3/10/16	3/10	A93170	CHK: 188459	11566	K W SHARP INC	3703			3,363.00CR	396,008.18CR
3/10/16	3/10	A93171	CHK: 188460	11566	DELL MARKETING LP	4660			1,854.04CR	397,862.22CR
3/10/16	3/10	A93173	CHK: 188462	11566	AMERICAN EXPRESS	4880			2,697.48CR	400,559.70CR
3/10/16	3/10	A93175	CHK: 188464	11566	LUBBOCK TRUCK SALES, INC	5085			104.98CR	400,664.68CR
3/10/16	3/10	A93176	CHK: 188465	11566	AUTOZONE, INC.	5593			207.65CR	400,872.33CR
3/10/16	3/10	A93177	CHK: 188466	11566	CLEAR-VU AUTO GLASS	5658			189.99CR	401,062.32CR
3/10/16	3/10	A93178	CHK: 188467	11566	SIMPLEXGRINNELL	5681			444.16CR	401,506.48CR
3/10/16	3/10	A93179	CHK: 188468	11566	NAPA AUTO PARTS	5833			1,277.36CR	402,783.84CR
3/10/16	3/10	A93181	CHK: 188470	11566	THOMSON REUTERS	5871			303.16CR	403,087.00CR
3/10/16	3/10	A93182	CHK: 188471	11566	KELLEY'S AUTOMOTIVE	5887			7.00CR	403,094.00CR
3/10/16	3/10	A93183	CHK: 188472	11566	ACOSTA DRILLING, INC.	5956			5,179.62CR	408,273.62CR
3/10/16	3/10	A93184	CHK: 188473	11566	NORTH CEDAR OUTLET	5974			244.86CR	408,518.48CR
3/10/16	3/10	A93185	CHK: 188474	11566	TOMMY ARGUIJO	5988			49.89CR	408,568.37CR
3/10/16	3/10	A93186	CHK: 188475	11566	MESA EMPORIUM	5996			513.00CR	409,081.37CR
3/10/16	3/10	A93187	CHK: 188476	11566	DAVIDSON OIL	6021			300.00CR	409,381.37CR
3/10/16	3/10	A93188	CHK: 188477	11566	ALL-STATE DISTRIBUTORS,	6098			51.22CR	409,432.59CR
3/10/16	3/10	A93189	CHK: 188478	11566	ABCO FIRE PROTECTION, IN	6160			300.00CR	409,732.59CR
3/10/16	3/10	A93190	CHK: 188479	11566	CAPROCK IRRIGATION	6297			1,608.04CR	411,340.63CR
3/11/16	3/11	A93194	CHK: 188480	11583	LAMESA CAL RIPKEN BASEBA	6009			4,500.00CR	415,840.63CR
3/15/16	3/15	A93210	CHK: 188481	11590	LAMESA CHAMBER OF COMMER	1457			3,270.00CR	419,110.63CR
3/15/16	3/15	A93211	CHK: 188482	11588	ATMOS ENERGY	1730			3,427.80CR	422,538.43CR
3/15/16	3/15	A93213	CHK: 188484	11588	FULBRIGHT & CASSELBERRY	2090			254.00CR	422,792.43CR

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							
										* (CONTINUED) *
3/15/16	3/15	A93214	CHK: 188485	11588	LAMESA ECONOMIC DEVELOPM	2555			17,891.83CR	440,684.26CR
3/15/16	3/15	A93215	CHK: 188486	11588	LAMESA ECONOMIC ALLIANCE	5942			17,891.83CR	458,576.09CR
3/15/16	3/15	A93216	CHK: 188487	11588	JEANETTE PARRISH	6213			150.00CR	458,726.09CR
3/16/16	3/16	B50698	Misc 000003	08195	HEALTH INS. TSF. - G/F		JE# 020292		36,208.75CR	494,934.84CR
3/16/16	3/16	B50703	Misc 000013	08196	LIABILITY TSF G/F TO RISK MGMT		JE# 020297		5,939.59CR	500,874.43CR
3/16/16	3/16	B50708	Misc 000014	08197	WORKER COMP TSF TO RISK MGMT		JE# 020303		5,778.00CR	506,652.43CR
3/17/16	3/17	A93226	CHK: 188507	11597	MORRISON SUPPLY CO	3085			1,789.90CR	508,442.33CR
3/17/16	3/17	A93227	CHK: 188508	11597	PAYTON PLUMBING INC	3286			898.82CR	509,341.15CR
3/17/16	3/17	A93228	CHK: 188509	11597	FRANKLIN & SON, INC.	5840			509.75CR	509,850.90CR
3/17/16	3/17	A93229	CHK: 188510	11597	JONES ENTERPRISES	6276			385.00CR	510,235.90CR
3/17/16	3/17	A93230	CHK: 188511	11597	CAPROCK IRRIGATION	6297			804.02CR	511,039.92CR
3/17/16	3/17	A93231	CHK: 188501	11599	DPC INDUSTRIES INC	1570			1,789.93CR	512,829.85CR
3/17/16	3/17	A93232	CHK: 188502	11599	RAMIREZ, IRMA	5830			369.36CR	513,199.21CR
3/17/16	3/17	A93233	CHK: 188503	11599	MAIL FINANCE	5892			312.00CR	513,511.21CR
3/17/16	3/17	A93234	CHK: 188504	11599	HORNUNG'S GOLF PRODUCTS,	5897			205.06CR	513,716.27CR
3/17/16	3/17	A93235	CHK: 188505	11599	DLL FINANCE LLC	5958			885.58CR	514,601.85CR
3/17/16	3/17	A93236	CHK: 188506	11599	NORMA GARCIA	6274			82.00CR	514,683.85CR
3/17/16	3/17	A93237	CHK: 188488	11596	ADVANCED ANALYSIS, INC	1022			120.00CR	514,803.85CR
3/17/16	3/17	A93238	CHK: 188489	11596	CITY OF LUBBOCK	1470			6,718.80CR	521,522.65CR
3/17/16	3/17	A93239	CHK: 188490	11596	GARZA, DIONICIO JR	1969			61.00CR	521,583.65CR
3/17/16	3/17	A93240	CHK: 188491	11596	NTS COMMUNICATIONS	3135			794.74CR	522,378.39CR
3/17/16	3/17	A93242	CHK: 188493	11596	OGEDA, ERNEST	5617			107.67CR	522,486.06CR
3/17/16	3/17	A93243	CHK: 188494	11596	CITY OF LAMESA HEALTH IN	5790			57,000.00CR	579,486.06CR
3/17/16	3/17	A93244	CHK: 188495	11596	VERIZON WIRELESS	5969			181.38CR	579,667.44CR
3/17/16	3/17	A93246	CHK: 188497	11596	DAVIDSON OIL	6021			216.19CR	579,883.63CR
3/17/16	3/17	A93247	CHK: 188498	11596	THE PIT STOP AUTO DETAIL	6132			20.00CR	579,903.63CR
3/17/16	3/17	A93248	CHK: 188499	11596	ERICA UBEDA	6140			500.00CR	580,403.63CR
3/17/16	3/17	A93249	CHK: 188500	11596	ADVANCED DENTAL CARE	6307			8,811.00CR	589,214.63CR
3/18/16	3/18	A93256	CHK: 188512	11601	MARIE BRISENO	1296			63.72CR	589,278.35CR
3/18/16	3/18	A93257	CHK: 188513	11601	LAMESA PRESS REPORTER	2590			281.40CR	589,559.75CR
3/18/16	3/18	A93258	CHK: 188514	11601	DALE ALWAN	5983			63.72CR	589,623.47CR
3/18/16	3/18	A93259	CHK: 188515	11601	A1 JANITORIAL SUPPLY	6313			131.26CR	589,754.73CR
3/18/16	3/18	A93260	CHK: 188516	11602	MORRISON SUPPLY CO	3085			1,789.90CR	591,544.63CR
3/18/16	3/18	A93261	CHK: 188517	11602	SIGNS ON THE GO	5135			744.64CR	592,289.27CR
3/18/16	3/18	A93262	CHK: 188518	11602	CAPROCK IRRIGATION	6297			550.00CR	592,839.27CR
3/22/16	3/22	A93266	CHK: 188547	11608	HENRY NORRIS AGENCY	3190			81.00CR	592,920.27CR
3/22/16	3/22	A93267	CHK: 188548	11608	TREVINO SANDY	5385			23.27CR	592,943.54CR
3/22/16	3/22	A93268	CHK: 188549	11608	SPAG	5597			300.00CR	593,243.54CR
3/22/16	3/22	A93269	CHK: 188550	11608	ERICA UBEDA	6140			310.00CR	593,553.54CR
3/22/16	3/22	A93270	CHK: 188567	11609	CITY OF LAMESA HEALTH IN	5790			75,000.00CR	668,553.54CR
3/22/16	3/22	A93271	CHK: 000000	11604	INTERNAL REVENUE SERVICE	5832			32,325.47CR	700,879.01CR
3/22/16	3/22	A93272	CHK: 188519	11604	CAPROCK FEDERAL CREDIT U	1390			17,581.08CR	718,460.09CR
3/22/16	3/22	A93273	CHK: 188520	11604	PAYROLL FUND	3270			65,663.92CR	784,124.01CR
3/22/16	3/22	A93274	CHK: 188521	11604	TX CHILD SUPPORT SDU	5634			334.15CR	784,458.16CR
3/22/16	3/22	A93275	CHK: 188522	11604	TEXAS CHILD SUPPORT DISB	5811			184.62CR	784,642.78CR
3/22/16	3/22	A93276	CHK: 188523	11604	TX CHILD SUPPORT SDU	5829			115.38CR	784,758.16CR
3/22/16	3/22	A93277	CHK: 188524	11604	TEXAS CHILD SUPPORT DISB	5859			500.90CR	785,259.06CR

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							* (CONTINUED) *
3/22/16	3/22	A93278	CHK: 188525	11604	TX CHILD SUPPORT SDU	5882			276.92CR	785,535.98CR
3/22/16	3/22	A93279	CHK: 188526	11604	TX CHILD SUPPORT SDU	5982			113.08CR	785,649.06CR
3/22/16	3/22	A93280	CHK: 188527	11604	JAE FITNESS	6023			180.21CR	785,829.27CR
3/22/16	3/22	A93281	CHK: 188528	11604	TEXAS CHILD SUPPORT DISB	6036			230.77CR	786,060.04CR
3/22/16	3/22	A93282	CHK: 188529	11604	TX CHILD SUPPORT SDU	6059			46.15CR	786,106.19CR
3/22/16	3/22	A93283	CHK: 188530	11604	TG	6222			113.12CR	786,219.31CR
3/24/16	3/24	A93286	CHK: 188568	11614	HANNAH OBRIEN	1			50.00CR	786,269.31CR
3/24/16	3/24	A93287	CHK: 188569	11614	CONSTELLA BOLTON	1			50.00CR	786,319.31CR
3/24/16	3/24	A93288	CHK: 188570	11614	ATMOS ENERGY	1730			131.33CR	786,450.64CR
3/24/16	3/24	A93289	CHK: 188571	11614	FULBRIGHT & CASSELBERRY	2090			300.00CR	786,750.64CR
3/24/16	3/24	A93290	CHK: 188572	11614	WINDSTREAM COMMUNICATION	4460			165.75CR	786,916.39CR
3/24/16	3/24	A93291	CHK: 188573	11614	MANDRY TECHNOLOGY SOLUTI	5160			10,747.41CR	797,663.80CR
3/24/16	3/24	A93293	CHK: 188575	11614	FORREST FEST, INC.	5585			975.43CR	798,639.23CR
3/24/16	3/24	A93294	CHK: 188576	11614	ADVANCED AUTO REPAIR	6075			176.20CR	798,815.43CR
3/24/16	3/24	A93295	CHK: 188577	11614	UNDERWOOD LAW FIRM, P.C.	6076			50.00CR	798,865.43CR
3/24/16	3/24	A93296	CHK: 188578	11614	ERICA UBEDA	6140			450.00CR	799,315.43CR
3/24/16	3/24	A93297	CHK: 188579	11614	GONZALES WELDING	6254			180.00CR	799,495.43CR
3/24/16	3/24	A93298	CHK: 188580	11614	LONE STAR FENCE	6314			219.57CR	799,715.00CR
3/24/16	3/24	A93299	CHK: 188581	11616	TASER INTERNATIONAL	6063			376.71CR	800,091.71CR
3/24/16	3/24	A93300	CHK: 188582	11616	GONZALES WELDING	6254			1,360.50CR	801,452.21CR
3/24/16	3/24	A93301	CHK: 188583	11616	CAPROCK IRRIGATION	6297			254.02CR	801,706.23CR
3/24/16	3/24	A93304	CHK: 188584	11618	AMANDA TEJEDA	1			150.00CR	801,856.23CR
3/25/16	3/22	U24417	CHECK 188551	14832	REFUND: STEWART, MISTI J				49.23CR	801,905.46CR
3/25/16	3/22	U24417	CHECK 188552	14832	REFUND: ARANDA, YVETTE				100.00CR	802,005.46CR
3/25/16	3/22	U24417	CHECK 188553	14832	REFUND: GARCIA JR, CALIXTO				33.49CR	802,038.95CR
3/25/16	3/22	U24417	CHECK 188554	14832	REFUND: BUCHANAN, CARLA				105.21CR	802,144.16CR
3/25/16	3/22	U24417	CHECK 188555	14832	REFUND: RAMOS, FERNANDO S				100.00CR	802,244.16CR
3/25/16	3/22	U24417	CHECK 188556	14832	REFUND: BARRON, JANIE				17.78CR	802,261.94CR
3/25/16	3/22	U24417	CHECK 188557	14832	REFUND: DAVILA-RUBIO, ROMELIA				31.52CR	802,293.46CR
3/25/16	3/22	U24417	CHECK 188558	14832	REFUND: HERNANDEZ, ERNEST L				39.37CR	802,332.83CR
3/25/16	3/22	U24417	CHECK 188559	14832	REFUND: PATINO, RICHARD				31.57CR	802,364.40CR
3/25/16	3/22	U24417	CHECK 188560	14832	REFUND: MONTOYA, OSCAR O JR				60.34CR	802,424.74CR
3/25/16	3/22	U24417	CHECK 188561	14832	REFUND: CASTILLO, MARIBEL				49.25CR	802,473.99CR
3/25/16	3/22	U24417	CHECK 188562	14832	REFUND: ADKINS, JAMIE L				33.49CR	802,507.48CR
3/25/16	3/22	U24417	CHECK 188563	14832	REFUND: WALTON, DAMIEN Z				30.57CR	802,538.05CR
3/25/16	3/22	U24417	CHECK 188564	14832	REFUND: CANALES, RAIN				42.10CR	802,580.15CR
3/25/16	3/22	U24417	CHECK 188565	14832	REFUND: BULLARD, CHAD A				25.58CR	802,605.73CR
3/25/16	3/22	U24417	CHECK 188566	14832	REFUND: VALDEZ, CARMAN				25.07CR	802,630.80CR
3/28/16	3/28	A93314	CHK: 188585	11620	CITY OF LAMESA FSA	6308			761.93CR	803,392.73CR
3/29/16	3/29	A93315	CHK: 188587	11622	TEXAS COMM FIRE PROTECT	3930			85.00CR	803,477.73CR
3/29/16	3/29	A93316	CHK: 188588	11622	CHAPMAN, WAYNE	5150			120.00CR	803,597.73CR
3/29/16	3/29	A93317	CHK: 188589	11622	LEVI ROBERTS	6104			94.68CR	803,692.41CR
3/29/16	3/29	A93318	CHK: 188590	11622	SYLVIA I ORTIZ DAWSON CO	6133			7.50CR	803,699.91CR
3/29/16	3/29	A93319	CHK: 188591	11622	WTG FUELS, INC.	6220			8,944.09CR	812,644.00CR
3/29/16	3/29	A93321	CHK: 188586	11623	WARREN TRUCK & TRAILER	6288			430.00CR	813,074.00CR
3/30/16	3/30	A93330	CHK: 188593	11625	AFLAC INSURANCE	1020			4,239.20CR	817,313.20CR
3/30/16	3/30	A93331	CHK: 188594	11625	CITY OF LAMESA	1465			1,713.31CR	819,026.51CR

FUND : 01 -GENERAL FUND

PERIOD TO USE: Mar-2016 THRU Mar-2016

DEPT : N/A

ACCOUNTS: 1001 THRU 1001

POST DATE TRAN # REFERENCE PACKET=====DESCRIPTION===== VEND INV/JE # NOTE =====AMOUNT===== BALANCE=====

1001 CASH IN BANK

* (CONTINUED) *

3/30/16	3/30	A93332	CHK: 188595	11625	TEXAS MUNICIPAL RETIREME	3973				26,464.14CR	845,490.65CR
3/30/16	3/30	A93338	CHK: 188601	11625	LEGAL SHIELD	5900				518.00CR	846,008.65CR
3/30/16	3/30	A93339	CHK: 188602	11625	NEW YORK LIFE	5921				567.40CR	846,576.05CR
3/30/16	3/30	A93340	CHK: 188603	11625	GUARDIAN-APPLETON	6141				629.82CR	847,205.87CR
3/30/16	3/30	A93341	CHK: 188604	11625	RELIANT ENERGY	6316				29,489.39CR	876,695.26CR
3/30/16	4/13	B51046	Misc 000016	08243	TO TSF GOV TAX TO STATE AGCY		JE# 020402			4,356.91CR	881,052.17CR
3/31/16	3/31	A93343	CHK: 188609	11632	SAFARILAND GROUP	6095				92.00CR	881,144.17CR
3/31/16	3/31	A93344	CHK: 188610	11632	ERICA UBEDA	6140				200.00CR	881,344.17CR
3/31/16	3/31	A93345	CHK: 188611	11632	OFFICE OF CATHERINE M LA	6317				165.00CR	881,509.17CR
3/31/16	3/31	A93346	CHK: 188606	11629	FULBRIGHT & CASSELBERRY	2090				2,145.83CR	883,655.00CR
3/31/16	3/31	A93347	CHK: 188607	11629	PAYROLL FUND	3270				302.00CR	883,957.00CR
3/31/16	3/31	A93348	CHK: 188608	11629	SENIOR CITIZENS	3675				3,750.00CR	887,707.00CR
			=====		MARCH ACTIVITY	DB:		0.00	CR:	887,707.00CR	887,707.00CR

SELECTION CRITERIA

FISCAL YEAR: Oct-2015 / Sep-2016
FUND: Include: 01
PERIOD TO USE: Mar-2016 THRU Mar-2016
TRANSACTIONS: CREDIT

ACCOUNT SELECTION

ACCOUNT RANGE: 1001 THRU 1001
DEPARTMENT RANGE: - THRU -
ACTIVE FUNDS ONLY: NO
ACTIVE ACCOUNT ONLY: NO
INCLUDE RESTRICTED ACCOUNTS: NO
DIGIT SELECTION:

PRINT OPTIONS DETAIL

OMIT ACCOUNTS WITH NO ACTIVITY: NO
PRINT ENCUMBRANCES: NO
PRINT VENDOR NAME: NO
PRINT PROJECTS: NO
PRINT MONTHLY TOTALS: YES
PRINT GRAND TOTALS: NO
PRINT: INVOICE #
PAGE BREAK BY: NONE

*** END OF REPORT ***

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 4

SUBJECT: LAMESA ECONOMIC DEVELOPMENT CORPORATION AND LAMESA ECONOMIC ALLIANCE PROJECT

PROCEEDING:

SUBMITTED BY: Nathan Tafoya, LEDC/LEAP Executive Director

EXHIBITS: City Charter, LEDC/LEAP By-laws

SUMMARY STATEMENT

Hear quarterly report from LEDC/ LEAP Executive Director Nathan Tafoya.

COUNCIL ACTION

No action required.

CITY MANAGER'S MEMORANDUM

Nathan Tafoya, LEDC/LEAP Executive Director will present a quarterly report.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 5

SUBJECT: VOLUNTEER FIREFIGHTER PENSION FUND CONTRIBUTIONS
PROCEEDING: Approval
SUBMITTED BY: City Staff
EXHIBITS:

SUMMARY STATEMENT

Consider and take action on approving deposits into the Texas Emergency Services Retirement System (TESRS) retirement accounts for all eligible participants as governed by State statutes regarding TESRS retirement.

COUNCIL ACTION

No action required.

CITY MANAGER'S MEMORANDUM

In June of 2015, the City Manager was asked by the Volunteer Firefighter Pension Board and the Volunteer Fire Department Chief Steve Archer to look into the legislation governing TESRS deposits for City employees who also serve on the Volunteer Fire Department during their off-duty time.

The legal opinion they received stated that any City employee not serving as a full-time firefighter for the City could receive TESRS deposits. This issue would benefit one of two City employees who currently serve the Volunteer Fire Department on their off-duty time. **Recommend approval of deposits for all eligible participants as governed by TESRS State statutes.**

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 6

SUBJECT: SOUTH PLAINS PUBLIC HEALTH DISTRICT BUSINESS ASSOCIATE AGREEMENT
PROCEEDING: Resolution
SUBMITTED BY: City Staff
EXHIBITS: Resolution/ Agreement

SUMMARY STATEMENT

Consider passing a resolution approving South Plains Public Health District Business Associate Agreement and authorizing the Mayor of the City of Lamesa to execute said agreement on behalf of the City.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider passing a resolution approving South Plains Public Health District Business Associate Agreement and authorizing the Mayor of the City of Lamesa to execute said agreement on behalf of the City. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAMESA, TEXAS, APPROVING THE EXECUTION OF A BUSINESS ASSOCIATE AGREEMENT WITH SOUTH PLAINS PUBLIC HEALTH DISTRICT AND AUTHORIZING THE MAYOR OF THE CITY OF LAMESA TO EXECUTE SAID AGREEMENT ON BEHALF OF THE CITY.

On the 19th day of April, 2016, there came on and was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act, and there being a quorum present and acting throughout the meeting, the following resolution was formally submitted by motion and duly seconded for the consideration and action of the meeting, to-wit:

WHEREAS, the City Council of the City of Lamesa deems it in the best interest of the City of Lamesa to enter into an agreement with South Plains Public Health District regarding protected health information.

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

That the City of Lamesa, Texas, enter into that BUSINESS ASSOCIATE AGREEMENT with Dawson County, Texas, a copy of which is attached to this resolution; and

That the Mayor of the City of Lamesa be, and he is hereby, authorized to execute such BUSINESS ASSOCIATE AGREEMENT on behalf of the City of Lamesa, and such BUSINESS ASSOCIATE AGREEMENT, when executed by the Mayor of the City, shall be, in all respects, valid and binding upon the City of Lamesa in accordance with all of the provisions of such agreement.

Upon being put to a vote, the resolution was Passed, Approved, and Adopted the 19th day of April, 2016, by a majority vote.

PASSED AND APPROVED the 19th day of April, 2016.

ATTEST

APPROVED:

Shawna D. Burkhart
City Manager

Dave Nix
Mayor



DAWSON COUNTY
PO BOX 1291
503 S 1ST
806 872 5863
LAMESA, TX
79331

GAINES COUNTY
PO BOX 1713
704 HOBBS HWY
432 758 4022
SEMINOLE, TX
79360

YOAKUM COUNTY
PO BOX 315
415 MUSTANG DRIVE
806 592 2706
DENVER CITY, TX
79323

TERRY COUNTY
PO BOX 112
919 E MAIN
806 637 2164
BROWNFIELD, TX
79316

BUSINESS ASSOCIATE AGREEMENT

Definitions

Catch-all definition:

The following terms used in this Agreement shall have the same meaning as those terms in the HIPAA Rules: Breach, Data Aggregation, Designated Record Set, Disclosure, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health Information, Required By Law, Secretary, Security Incident, Subcontractor, Unsecured Protected Health Information, and Use.

Specific definitions:

(a) Business Associate. “Business Associate” shall generally have the same meaning as the term “business associate” at 45 CFR 160.103, and in reference to the party to this agreement, shall mean **City of Lamesa**.

(b) Covered Entity. “Covered Entity” shall generally have the same meaning as the term “covered entity” at 45 CFR 160.103, and in reference to the party to this agreement, shall mean **South Plains Public Health District**.

(c) HIPAA Rules. “HIPAA Rules” shall mean the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.

Obligations and Activities of Business Associate

Business Associate agrees to:

- (a) Not use or disclose protected health information other than as permitted or required by the Agreement or as required by law;
- (b) Use appropriate safeguards, and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information, to prevent use or disclosure of protected health information other than as provided for by the Agreement;
- (c) Report to covered entity any use or disclosure of protected health information not provided for by the Agreement of which it becomes aware, including breaches of unsecured protected health information as required at 45 CFR 164.410, and any security incident of which it becomes aware;
- (d) In accordance with 45 CFR 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit protected health information on behalf of the business associate agree to the same restrictions, conditions, and requirements that apply to the business associate with respect to such information;
- (e) Make available protected health information in a designated record set to the [Choose either “covered entity” or “individual or the individual’s designee”] as necessary to satisfy covered entity’s obligations under 45 CFR 164.524;
- (f) Make any amendment(s) to protected health information in a designated record set as directed or agreed to by the covered entity pursuant to 45 CFR 164.526, or take other measures as necessary to satisfy covered entity’s obligations under 45 CFR 164.526;
- (g) Maintain and make available the information required to provide an accounting of disclosures to the [Choose either “covered entity” or “individual”] as necessary to satisfy covered entity’s obligations under 45 CFR 164.528;

(h) To the extent the business associate is to carry out one or more of covered entity's obligation(s) under Subpart E of 45 CFR Part 164, comply with the requirements of Subpart E that apply to the covered entity in the performance of such obligation(s); and

(i) Make its internal practices, books, and records available to the Secretary for purposes of determining compliance with the HIPAA Rules.

Permitted Uses and Disclosures by Business Associate

(a) Business associate may only use or disclose protected health information

(b) Business associate may use or disclose protected health information as required by law.

(c) Business associate agrees to make uses and disclosures and requests for protected health information

(d) Business associate may not use or disclose protected health information in a manner that would violate Subpart E of 45 CFR Part 164 if done by covered entity [if the Agreement permits the business associate to use or disclose protected health information for its own management and administration and legal responsibilities or for data aggregation services as set forth in optional provisions (e), (f), or (g) below, then add “, except for the specific uses and disclosures set forth below.”]

(e) Business associate may use protected health information for the proper management and administration of the business associate or to carry out the legal responsibilities of the business associate.

(f) Business associate may disclose protected health information for the proper management and administration of business associate or to carry out the legal responsibilities of the business associate, provided the disclosures are required by law, or business associate obtains reasonable assurances from the person to whom the information is disclosed that the information will remain confidential and used or further disclosed only as required by law or for the purposes for which it

was disclosed to the person, and the person notifies business associate of any instances of which it is aware in which the confidentiality of the information has been breached.

(g) Business associate may provide data aggregation services relating to the health care operations of the covered entity.

Provisions for Covered Entity to Inform Business Associate of Privacy Practices and Restrictions

(a) Covered entity shall notify business associate of any limitation(s) in the notice of privacy practices of covered entity under 45 CFR 164.520, to the extent that such limitation may affect business associate's use or disclosure of protected health information.

(b) Covered entity shall notify business associate of any changes in, or revocation of, the permission by an individual to use or disclose his or her protected health information, to the extent that such changes may affect business associate's use or disclosure of protected health information.

(c) Covered entity shall notify business associate of any restriction on the use or disclosure of protected health information that covered entity has agreed to or is required to abide by under 45 CFR 164.522, to the extent that such restriction may affect business associate's use or disclosure of protected health information.

Permissible Requests by Covered Entity

Covered entity shall not request business associate to use or disclose protected health information in any manner that would not be permissible under Subpart E of 45 CFR Part 164 if done by covered entity.

Miscellaneous

(a) **Regulatory References.** A reference in this Agreement to a section in the HIPAA Rules means the section as in effect or as amended.

(b) Amendment. The Parties agree to take such action as is necessary to amend this Agreement from time to time as is necessary for compliance with the requirements of the HIPAA Rules and any other applicable law.

(c) Interpretation. Any ambiguity in this Agreement shall be interpreted to permit compliance with the HIPAA Rules.

SOUTH PLAINS PUBLIC HEALTH DISTRICT

By: _____

Print Name: _____

Title: _____

Date: _____

CITY OF LAMESA

By: _____

Print Name: _____

Title: _____

Date: _____

City Council Agenda
City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 7

SUBJECT: APPOINTMENT - PORTS TO PLAINS DELEGATE
PROCEEDING: Approval
SUBMITTED BY: City Staff

SUMMARY STATEMENT

Consider appointing a new delegate to Ports to Plains replacing Mayor Dave Nix as of May 2016.

COUNCIL ACTION

DISCUSSION _____

Motion by Council Member _____ to consider appointing a new delegate to Ports to Plains replacing Mayor Dave Nix as of May 2016. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 8

**SUBJECT: FUNDING SCENARIOS FOR WATER WELL REHABILITATION,
FUTURE DRILLING AND/OR LONG TERM PLANNING
OPTIONS**

PROCEEDING: Approval

SUBMITTED BY: City Staff

EXHIBIT:

SUMMARY STATEMENT

Consider recommendations of funding scenarios for water well rehabilitation, future drilling and/or long term planning options for the City of Lamesa and give City staff direction.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 9

**SUBJECT: FUNDING SCENARIO FOR OPENING ADDITIONAL TYPE IV
LANDFILL CELL**

PROCEEDING: Approval

SUBMITTED BY: City Staff

EXHIBIT:

SUMMARY STATEMENT

Consider funding scenario regarding opening additional Type IV landfill cell and give City staff direction.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 10

SUBJECT: AWARD BID ON LEASE OF CITY PROPERTY
PROCEEDING: Approval
SUBMITTED BY: City Staff
EXHIBIT: Bids

SUMMARY STATEMENT

Consider awarding bid for a lease of two (2) years beginning May 1, 2016 and ending March 31st, 2018 with up to three (3) one year options, for the following City-owned property:

Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and

Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider awarding bid for a lease of two (2) years beginning May 1, 2016 and ending March 31st, 2018 with up to three (3) one year options, for the following City-owned property:

Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and

Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

**CITY OF LAMESA, TEXAS
SPECIFICATIONS FOR LEASE
FOR CITY-OWNED LAND**

The City of Lamesa will receive sealed proposals for the lease of certain land owned by the City until 4:00 p.m. on Wednesday, April 13, 2016 in the office of Sandy Trevino, Purchasing Agent, 601 South First Street, Lamesa, Texas 79331.

The land is further identified in exhibit "A" attached hereto, surrounding the city's sewer treatment plant, lagoons, and sanitary landfill. The acreage is situated in two different sections as shown on the exhibit. The land is suitable for grazing purposes only.

In order to keep from restricting potential bidders or potential agricultural uses, proposals are requested which identify the portion of land desired for lease and shall describe the intended use of the land.

As one of the prime interests of the City is to dispose of effluent water from the treatment plant, and intended use of the treated effluent should be emphasized.

The following specifications should serve as general guidance for preparing a proposal. The person offering a proposal should follow the specifications or provide information why it would be to the City's advantage to consider different terms.

1. TERM OF LEASE

The term of lease proposed by the City would be for maximum of two (2) years with up to three (3) one year options.

2. CONSIDERATION

The consideration for the lease as proposed by the bidder, should be payable annually. Failure to make timely payments would be cause for termination of lease.

3. PURPOSE

The herein described property is to be leased for grazing purposes only and lessee shall not use the leased premises for any other purpose.

4. CONDITION OF PROPERTY

The lessee shall maintain the leased premises in as good condition as it was on the date of execution of the lease.

5. REPAIRS AND ADDITIONS

Any repairs and additions made on the property to fencing and irrigation systems shall become the property of the lessor without any obligation of the lessor to pay therefor.

6. OTHER IMPROVEMENTS

Other structural improvements may be made upon the leased premises only with the approval of the lessor, and may be removed by the lessee, provided that such removal does not damage the leased premises; and further provided that all such improvements are removed from the premises not later than twenty (20) days from the date of the termination of this lease. After the date, such improvements will become the property of the lessor.

7. ASSIGNMENT

The lessee shall not have the right to assign this lease or to sublet any portion of it without the written consent of the lessor.

8. CHANGES

The lessee shall not make any changes with respect to the leased premises without the lessor's prior written consent.

9. CITY USE OF LAND

The City reserves the right to utilize any of the leased land as necessary for operations of the treatment plant and sanitary landfill. As new trenches are started for the landfill, old trenches are usually available after closure.

10. TERMINATION

The lessor shall have the right to terminate the lease upon lessee's violation of any of the terms and conditions of this lease. Additionally, the lessor may terminate the lease if necessary to maintain or attain compliance with any state or federal regulation (the treatment plant and sanitary landfill are regulated by other governmental agencies).

Upon termination of the lease under any of the terms, the lessee shall quietly surrender possession thereof to lessor, and lessor shall have the absolute right to re-enter and take possession of the leased premises.

If you are interested in submitting a proposal for the lease of this land, please submit your proposal in writing with enough explanation to allow the City to determine your proposed

use of the land, the amount you are bidding for the land, and any exceptions to the above specifications that would be necessary. If you have any further questions, please feel free to contact Fred Vera at the above address

PROPOSAL FOR CITY-OWNED LAND

Tract "A": Approximately 168 acres of land surrounding the city's sewer treatment plant, lagoons, and sanitary landfill; and

Tract "B": Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

Name _____

Address _____

City, State, Zip _____

Phone No. Hm _____ Wk _____

Proposed Use of Land. (Grazing only)

Livestock Yes/No

What kind of livestock _____ How many _____

What kind of livestock _____ How many _____

What kind of livestock _____ How many _____

Exceptions to above Specifications

Total amount of Bid _____

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 11

SUBJECT: AWARD BID FOR STRATEGIC PLANNING SERVICES FOR CITY AND LEDC/LEAP
PROCEEDING: Approval
SUBMITTED BY: City Staff
EXHIBIT: BIDS

SUMMARY STATEMENT

Consider awarding Strategic Planning Services bid with recommendation from City staff and LEDC/LEAP.

COUNCIL ACTION

DISCUSSION _____

Motion by Council Member _____ consider awarding Strategic Planning Services bid with recommendation from City staff and LEDC/LEAP. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

REQUEST FOR QUALIFICATIONS AND PROPOSALS Strategic Consulting Services

Notice is hereby given that the City Manager for the City of Lamesa, Texas is seeking a Request for Qualifications and Proposals (RFQ & RFP) for assistance with facilitating a Strategic Planning and Policy Governance Process designed to provide direction in the form of a concrete and measurable set of deliverable plans and policies for the Mayor, City Council and city staff. In an effort to align City goals with the Lamesa Economic Development Corporation (LEDC) and the Lamesa Economic Alliance Project (LEAP) Strategic Plan, the consultant will be asked to facilitate and guide each entity through a Strategic Planning process.

Lamesa is a rural, West Texas city located along the Ports-to-Plains Corridor between Midland and Lubbock with historic economic dependency on agriculture (eg, cotton, grain) and to a lesser degree, oil. While the City has significant strength in its transportation infrastructure, Lamesa faces the same challenges may rural communities face in West Texas, such as: skewed labor wages due to the nearby oil field, a lack of housing, dilapidated structures, a disappearing tax base, and distance to major markets.

Lamesa seeks sustainable wealth creation and economic growth, industry diversification, and reallocation of existing labor force skillsets. The City seeks to leverage its cultural/historical assets, gain a better understanding of its existing business community, and position itself for attainable future industry opportunities.

City's Strategic Plan

The City of Lamesa desires a Strategic Plan that includes a vision statement, goals, objectives, and actions with prioritization (divided into Policy Agenda for City Council and a Management Agenda for City staff) culminating in a list of Major Projects to be focused on in the next year, three years and five years.

LEDC/LEAP Strategic Plan

In a similar manner, the LEDC and LEAP seek to implement a 5-year Strategic Plan to facilitate targeted economic growth with consideration given to nationwide indicators that affect the City's competitiveness, then aligning those with local economic drivers and identifying opportunities/weaknesses.

LEDC and LEAP would like to prioritize the following strategic positions within the operational boundaries of the City Strategic Plan in order to best set its own goals, utilize its resources, and implement actionable and measurable tactics. Focus to be given to the following areas, but not limited to:

1. Tourism: Dal Paso Museum, SkyVue, Movieland, Community Players Theatre, Festivals, motel/restaurant discovery, business hub centers
2. Business Recruitment and Marketing: online and traditional
3. Development role or facilitator role: Own and develop land (more control over the process) vs. connecting all of the players together (more dependent on cooperation of others)
4. Workforce Development roles and facilitation
5. What should be the role of LED as a Grant/Loan Provider going forward?
6. Business Retention and Expansion Program: To gain a insights into the city's existing economic forces
7. Small business and entrepreneurial development
8. Housing Development

Qualifications from consultants interested in providing professional services will be accepted until 3:00 p.m. on **Friday, February 12, 2016**. Please submit one total price for both entities and individual pricing for each entity, if awarded separately.

Professional Consultants must submit qualifications to:

Subject: RFQ – City of Lamesa – Strategic Plan
Attn: Shawna D. Burkhart, City Manager
City of Lamesa, Texas
601 South 1st Street
Lamesa, Texas 79331

Qualifications **shall be sealed** and shall include the Consultants name and address on the outside of the envelope as well as information indicated above. It is the sole responsibility of the Consultant to ensure that the sealed qualifications are delivered to the City Manager's office prior to the expiration of the time and date above. Qualifications may be mailed or delivered by hand or common courier.

The City of Lamesa and the LEDC/LEAP reserves the right to reject any and all applications, to waive any and all technicalities, and to accept any qualifications which it deems to be in its best interest. Each respondent agrees to waive any claim it has or may have against the City of Lamesa, Texas, and its respective employees, arising out of or in connection with the administration, evaluation, or recommendation of any proposal.

Shawna Burkhart

From: Mike Barnes <mbarnes@mikebarnesgroup.com>
Sent: Friday, March 04, 2016 5:28 PM
To: 'Shawna Burkhart'
Subject: RE: Follow-up on Strategic Planning Services
Attachments: Mike Barnes.vcf

Dear Shawna,

Let me address the EDC initially:

As scoped in the proposal, we will do three (3) SWOT Focus Groups—participants to be determined by the client. We suggest a broad cross section of individuals to be invited by the EDC—board members, business owners, civic leaders, educational representatives, etc. This is solely at the discretion of the client, EDC. The same would apply to the 3 individuals the EDC desires to be interviewed one-on-one. We typically suggest these be perhaps city/county officials and a major employer or recognized community leader. Again, the EDC knows their community and makes that decision. We typically allocate 2 hours for our focus groups. We identified the criteria in the proposal that we use—those are site selection criteria used by companies and their site selection teams. The interviews usually are one hour in duration. If scheduling is such that we attend a board meeting the day before our onsite interviews or Focus Groups are scheduled—client does the scheduling in tandem with our schedules—we would be happy to meet collectively with the board for an overview of the project. Our methodology, consists of original research, our database and results of interviews and onsite Focus Groups, coupled with our independent tours of the community relative to its economic development potential. As reflected in the proposal, we would envision the project to be a 90-180 day project, subject to availability and schedule of the Lamesa participants. We would allocate three days onsite for the three Focus Groups and interviews. This may be shortened if I bring an associate. We then would require approximate 30 days for our research and writing, possibly less, subject to our schedules. A draft would be sent to the EDC for their review. Assuming they are comfortable with the draft, we would then formalize the report. Subsequently, assuming the EDC so desires, we would then come to Lamesa and present our findings via a Power Point to a group invited by the EDC. As you can see, the EDC primarily sets the agenda and the timeframe. Candidly, we have found the time constraints being the client's ability to assemble participants for SWOT Focus Groups and interviews. We completed a project for Odessa in less than 60 days, perhaps 45 days. They were under a tight schedule and were able to assemble all quickly and efficiently. We will also be doing one, hopefully, in the near term with a April-June timetable. These can be managed if the client can assemble the parties needed.

City of Lamesa questions:

As scoped in the proposal, MBG would perform a workshop with city council and their invitees in the form of a SWOT Focus Group. From that workshop, we will identify collectively the city's priorities, issues, mission statement, needed projects, etc. We envision this workshop taking perhaps 3-4 hours. If the council desires, we would attend a council meeting, assuming it can be scheduled the day before our onsite work, to provide an overview of our activities. We encourage the city to use the "wide tent" approach in inviting participants. In other words as broad a cross section of participants. This is a bit different than the specific project for economic development. If desired, we would similarly interview 3-5 individuals determined by the city for their insight. We would ask them roughly the same questions posed as in the Focus Group. We envision this being a 2-3 day process onsite in Lamesa. Obviously, council should be prepared to participate in this workshop and it is construed as a meeting for public notice purposes. Our methodology is to identify those items sought for discussion prior to our onsite arrival—hopefully this would be forwarded to us by you after a consensus with council. We need to know your major issues. We will get those issues addressed fully in our Focus Group workshop. Similarly to the EDC approach, we would return to our office to draft our findings and recommendations. We would send those findings to you for you to circulate with council. Upon approval of the document, we would then prepare a final document. Should the City of Lamesa desire, we would provide a Power Point presentation of our findings and use it as a "city rollout" for their upcoming activities. We scoped it as a 90-180 day time frame. Again, most of the time constraints are resulting from participants at the city level not being available. We

completed a similar project for Willow Park with approximately 4 hours on site in a similar setting, although they used their venue for council and key department heads—no community guests—totally up to the client. We then returned to our office and conducted our research and prepared the draft document within 2 weeks. Upon their approval, we finalized the document and had it to them within 30 days. They did not seek a Power Point presentation for the council beyond our prioritized program of work.

I hope this addresses your concerns. The key is that we are flexible. I fully understand the type of document sought by the EDC. Candidly, we prefer this type of document and project. I want to emphasize that in order to determine the correct path either for the city or EDC, a solid understanding of the foundation is needed. We strive to provide that insight to our clients—city or EDC. If you have follow up questions, please do not hesitate to contact me.

Thank you very much for the opportunity to provide your our thoughts.

Sincerely,

Mike

	Mike Barnes Mike Barnes Group, Inc. Pres/CEO (830) 833-5300 Work (254) 214-5969 Mobile mbarnes@mikebarnesgroup.com
1470 Brushy Top Trail PO Box 1729 Blanco, TX 76806-1729	

From: Shawna Burkhart [mailto:sburkhart@ci.lamesa.tx.us]

Sent: Friday, March 04, 2016 3:41 PM

To: mbarnes@mikebarnesgroup.com

Subject: Follow-up on Strategic Planning Services

Dear Mike,

The City and the EDC appreciate your submittal for Strategic Planning Services. The City and the EDC have a few questions regarding:

1. Clarification of methodology, process, deliverables and break down of time spent for both entities in one-on-one interviews with City Council/board members prior to, during and after a workshop, as well as time spent in workshop(s) and focus groups. Will you be meeting with each board as a group or individual members prior to, during and after a workshop?
2. In addition, the EDC would like clarification regarding “who are the stakeholders and the 3 focus groups?” Are the stakeholders internal or external to the organization or both?

After review of the Crandall document that you provided, the EDC would like less statistics and a plan that includes goals, objectives, and tactics/activities. The EDC needs to know if it should be operating as a developer, banker, grant maker or a mixture of all three to successfully implement the strategic plan.

Please provide a detailed project management timeline for each entity.

The selection committee needs be provided answers to the above-mentioned questions by 5 p.m. on March 9th. Your assistance in this effort is greatly appreciated.

Shawna D. Burkhart
City Manager

A PROPOSAL TO THE CITY OF
LAMESA AND THE LAMESA
ECONOMIC DEVELOPMENT
CORPORATION /LAMESA
ECONOMIC ALLIANCE
PROJECT

The Mike Barnes Group provides consulting services to communities,
companies and organizations. The firm was formed in 2005 and is located in
the beautiful Texas Hill Country.

*Submitted to
Shawna D.
Burkhart, City
Manager*

Proposal to the City of Lamesa and the Lamesa EDC/LEAP

About the Firm

About the Mike Barnes Group:

Mike Barnes Group, Inc. is a consulting firm specializing in economic development, providing consulting to companies, communities, and organizations. With more than 30 years' experience in the industry, Mike Barnes leads the Mike Barnes Group, Inc as President and CEO.

Education & Experience

Mike earned a Master of Public Administration and Bachelor of Science degrees from Indiana State University. He is a licensed real estate broker and he has completed the Texas Attorney General's Open Meetings Training and the TEDC Sales Tax Seminar. Prior to forming MBG, Mike Barnes provided leadership to award-winning economic development organizations over the past 30 years, including:

- Terre Haute, IN
- High Point, NC
- Plano, TX
- Florence County, SC
- Southern IN
- Waco, TX
- Clermont County, OH.

Affiliations:

International Economic Development Council

- Current member
- Previously served on Board of Directors

Industrial Asset Management Council

- Associate Member
- Mike Barnes is a Charter Member

Texas Economic Development Council

- Current member
- Previously served on Board of Directors

Texas Municipal League

- Current Member

Kirk Clennan, Senior Associate, will also participate in this project. Mr. Clennan possesses a CEcD, Master's Degree in Economic Development, Southern Mississippi University, and BS-Texas State University. He has in excess of 20 years executive level economic development/municipal experience.

Sample Clients:

Lamesa, TX EDC
EDC of Lea Co, NM
LHP Partners, Plano, TX
Development Authority of Rockdale Co, GA
Southeast Texas Economic Development Foundation
Orange Co, TX EDC
Lufkin/Angelina TX Economic Development
Partnership
Everman, TX EDC
Balch Springs, TX EDC

Robinson, TX EDC
Hillsboro, TX EDC
Groesbeck, TX EDC
Brookshire, TX EDC
Jefferson Co. Commissioners Court, Beaumont, TX
Lamar Institute of Technology Foundation
International Economic Development Council—BP
Oil Spill Disaster Recovery Team, Escambia Co., FL
Royal Classic Properties, Blanco, TX
Lacy Lakeview, TX EDC
Stafford, TX EDC
Bowling Green, Regional Chamber of Commerce, KY
California Workforce Solutions
Michigan Workforce Solutions
Southeast TX Workforce Solutions, Port Arthur, TX
South Central Michigan Works
Greater Beaumont Chamber of Commerce,
Beaumont, TX
Carlsbad, NM Economic Development
Hobbs Bonded Fibers, Waco, TX
Llano, TX EDC
Triad Hospitals
Blanco, TX Streetscape Project
Burkburnett, TX Development Corporation
City of Falfurrias, TX
Southeast TX Economic Development District
Site Link, Phoenix, AZ
Roundtable in the South, Hilton Head, SC
Odessa, TX, EDC
City of Burkburnett, TX
City of Willow Park, TX

References:

Mr. Carlton Schwab, Executive Director

Texas Economic Development Council
1011 San Jacinto, Suite 650
Austin, Texas 78701
carlton@texasedc.org
512.480.8432

Matt Shaffstall, City Manager

City of Willow Park, Texas
516 Ranch House Road
Willow Park, TX 76087
817-441-7108
mshaffstall@willowpark.org

Tres Hicks, Chairman of Board

EDC of Lea County
200 E. Broadway, Suite A201
P.O. Box 1376
Hobbs, NM 88241-1376
575 393 9827
THicks@pettigrew.us

Submitted by Mike Barnes Group, Inc.

Proposal to the City of Lamesa and the Lamesa EDC/LEAP

Methodology and Deliverables – City Strategic Plan

MBG will conduct a workshop with participants selected by the City of Lamesa, Texas. The workshop will be directed toward the completion of a Strategic Plan for Lamesa. Included in the workshop are the following:

1. Conduct a SWOT Analysis with the participants via Focus Groups
2. Develop common goals as a result of this analysis; Prioritize goals
3. MBG will develop a Mission/Vision Statement with participants
4. MBG will develop a Management Agenda
5. MBG will develop 3-5 year Strategy of Major Projects derived from the SWOT
6. MBG will provide a narrative of the findings and present such findings via Power Point, should the client desire

Time Frame and Costs

MBG would provide these services at a cost of \$12,500 plus expenses. Expenses would be submitted on an "at cost" basis to include, but not limited to air fare or driving expenses, lodging, meals, etc. MBG would envision a 90-180 day time frame, subject to client participant availability.

Methodology and Deliverables – LEDC/LEAP Strategic Plan

MBG would evaluate Lamesa along the following characteristics, similar to those evaluations conducted by corporate real estate entities and/or site selection professionals:

- ↓ Business Climate
- ↓ Workforce/Education
- ↓ Available Sites/Buildings/Infrastructure
- ↓ Quality of Life
- ↓ Economic Development Practices to date to include those 8 criteria cited in the RFQ

MBG would then prepare a report acknowledging the findings in those categories and present this report to the Lamesa EDC/LEAP and other stakeholders. This process would include a series of Strength/Weaknesses/Opportunities/Threats Focus Groups comprised of community members selected by Lamesa. MBG would envision 3 Focus Groups and at least 3 one on one stakeholder interviews. Those interviewees would be selected by the client. MBG would present this report via Power Point to the Client and their invitees, if desired.

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Time Frame and Costs

MBG would provide this Strategic Plan for LEDC/LEAP at a cost of \$12,500 plus expenses. Expenses would be submitted on at "at cost" basis to include but not limited to air fare or driving expenses, lodging, meals, etc. MBG would envision a 90-180 day time frame for this project.

Note: MBG would expect the Client to provide venue, arrange meeting dates/times, and provide RSVP information and any refreshments, if desired to participants. The time frame is subject to the Client's ability to make applicable arrangements.

Mike Barnes Group, Inc.
 Economic Development Services
 Site Selection & Incentive Negotiation

MIKE BARNES
 President/CEO

300 MAIN STREET SUITE 103 P.O. BOX 1729 BLANCO, TX 78606-1729 TEL: 830.833.5300 FAX: 830.833.5679 MOBILE: 254.214.5969 mbarnes@mikebarnesgroup.com
www.mikebarnesgroup.com



Submitted by Mike Barnes Group, Inc.



mejorando group

**Request for
Qualifications**

February 12, 2016

***City of Lamesa
Strategic Consulting
Services***

Submitted By:

**Patrick Ibarra
The Mejorando Group
7409 North 84th Avenue
Glendale, AZ 85305
925-518-0187**

www.gettingbetterallthetime.com



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mejorando group

February 12, 2016

Shawna Burkhart
City Manager
City of Lamesa
601 South 1st Street
Lamesa, Texas 79331

Dear Shawna:

On behalf of the Mejorando Group, I am pleased to offer our expertise to the City of Lamesa as a partner engaged to assist your efforts aimed at creating a forward-looking Strategic Plan to ensure it reflects the Mayor and City Council's vision and direction for the community. Creating a shared understanding about the future of Lamesa and activating a path towards its realization is the result of adopting the strategic plan. More than a project, strategic planning serves as a catalyst to marshal precious resources towards the desired goals.

Our view is that strategic planning must be seen as **both a product and a process**. As a process, it can be a thought-provoking, introspective, and comprehensive register of the key issues confronting the City of Lamesa as well as a perspective on the resolution of the issues. Moreover, consistent with the "painting the bridge" analogy strategic planning is a never-ending process.

In brief, our approach entails us partnering with members of the governing body and City staff using a range of proven methods and guiding them through a process reflective of the City's Strategic Planning Process during which:

- Policy-makers participate in collegial discussions about the future of Lamesa;
- The mission statement is reaffirmed;
- Strengths, weaknesses, opportunities and threats are identified and evaluated;
- The vision of the future is refreshed;
- Goals and Objectives designed to move toward the vision are established for the next cycle;

- Action plans that emphasize results, are adopted to accomplish the goals and objectives; and
- A shared understanding is created between the governing body and the City Manager enabling clarity and cohesion about priorities and time commitments.

The outcome is a strategic plan consisting of an agreed upon set of priorities which guides decision-making for the City of Lamesa in your pursuit of your vision. We envision the approach with the LEDC/LEAP Board to resemble that being recommended for the City itself.

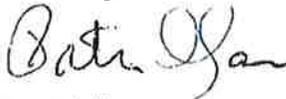
Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be useful. The Mejorando Group has an **extensive practice conducting Strategic Planning** and has performed a number of similar engagements for local government organizations including for the cities of Bainbridge Island (WA), Brookings (SD), Hilton Head Island (SC), Maricopa (AZ), **McKinney (TX), Portland (TX), Seguin (TX)** and Queen Creek (AZ). The Mejorando Group considers Strategic Planning facilitation services to be a core competency of our overall consulting practice. Our firm has also worked with a number of cities throughout Texas including Austin, College Station, Coppel, Corpus Christi, Denton, Hurst, Midland, Plainview, Plano, Richardson, San Antonio and San Marcos.

Offering consultation, facilitation, and training, since 2002 our firm brings fresh thinking, innovation and "next practices" to help governments succeed in the 21st century. We take our name from the Spanish word, Mejorando, which means "*Getting Better All the Time.*" This reflects our commitment to our approach with clients who are seeking new ways to improve constantly.

As a former city manager, and a person who invested over 15 years of my career in local government, I am extremely familiar with the issues and constraints confronted by those dedicated individuals, within organizations who choose daily to recommit themselves to high quality public service. Based on my experience and expertise, I bring government leaders a valuable perspective and offer practical advice and contributions enabling them to lead their organizations more effectively.

We welcome the opportunity to work with the City of Lamesa. Please contact me at 925-518-0187 or via e-mail at patrick@gettingbetterallthetime.com with any questions.

Sincerely,



Patrick Ibarra
Co-Founder and Partner



A. OUR EXPERIENCE AND QUALIFICATIONS

"Once again, Patrick Ibarra and the Mejorando Group brought a fresh new outlook to our City Council strategic planning process. Many of the structural areas and specific projects we brought to the table last year when Patrick worked with us have now been addressed and are in the process of refinement and realignment. It's difficult to not be affected by recent occurrences, issues, or current affairs when walking into a council session, but Patrick understands the dynamics and scope a council would deem conducive to developing a strategic direction that has a clear eye on the big picture. His knowledge base and experience are a formidable combination and provided a wide range of city related dynamics. This allows him to create an atmosphere of strategic thinking for our "Advance" meeting. Patrick helped us develop a consensus as a council and create a vision for future."

*Roger Harris
Councilmember
City of McKinney, Texas*

1. Qualifications

Established in 2002, the Mejorando Group is a sole proprietor business structure, augmented with a solid group of professionals that have served as executives and managers in organizations from both the public and private sector, and together have several years of experience working in all aspects of local government management. As a result, we bring our clients extensive experience, breadth of expertise, strong people management skills, seasoned judgment and a valuable perspective that provides for an immediate connection with an organization's employees.

We feature a proven record of partnering with organizations through the myriad of issues influencing individual performance, group/team interactions, and overall organizational effectiveness. Our "hands-on" approach and ability to collaborate with all levels, from field personnel to executive management, enable us to integrate strategy, structure, process, quality, and culture to the desired end: optimal performance.

Our full range of services includes the following:

- **Strategic Planning** - Our approach to strategic planning enables groups to focus on future conditions and generate progressive strategies and innovative tactics to effectively anticipate and respond to those often changing circumstances. This results in a proactive and dynamic approach to sustaining a high-quality, high-performance organization. We provide substantive input when requested and



utilize an inclusive and collaborative process to ensure various viewpoints are effectively integrated into a plan for the future. We are certified in Facilitation Skills from Development Dimensions International (DDI).

- **Organizational Analysis and Process Improvement** – We review and analyze various functional areas within an organization or agency to help discover more effective ways to manage and perform management and organizational activities. The Mejorando Group helps organizations succeed in their efforts to excel by utilizing a results-oriented approach that assesses the current effectiveness of existing strategies, structures, programs, work processes, and measurement systems. Strategies and tactics are provided to disrupt the status quo, and breakthrough practical solutions are implemented to align the organization's people and work processes toward high performance.
- **Talent Management Programs and Services**
 - **Succession Planning Programs** – We are one of the country's leading experts in effectively addressing the impacts from the changing workforce and designing succession planning programs. Our approach is systematic and comprehensive and was the recipient of the Most Innovative Award presented by the Texas Municipal League. Mr. Ibarra is frequent speaker on this topic at national conferences and has published several articles, as well. We design and implement all aspects of a robust Succession Planning Program which focuses on establishing job-level Competencies and recommending targeted improvements to Recruitment, Selection, Leadership Development, Workforce Training, and Promotional processes – in which all are synchronized towards equipping an agency's workforce with the skills and capabilities to maintain high-quality service delivery and effective local government.
 - **Learning/Training – Design and Delivery** - We develop learning/training strategies, design workshops, deliver and evaluate training, and provide coaching to executives and managers. Our "instructor-led, participant centered" approach to training limits lecture and focuses on using a variety of instructional methods (e.g. discussions, video-clips, case studies, small group exercises, handouts to complete, skill-practices, and group discussions) to maximize the use of Adult Learning. Our goal is for participants to master the knowledge, skills and behaviors emphasized in the training program and apply them to their day-to-day activities. We feature over forty (40) competency-based training workshops for workforce members from all areas of your organization, front-line to executives.

- Leadership and Management Academy(ies) – We design and implement Leadership and Management Academies including assisting with candidate selection processes, curriculum development, training delivery including an on-line/web-based component, and facilitation of action learning teams.
- Knowledge Transfer – We provide leading edge practices enabling organizations to effectively transfer high value tacit knowledge essential for business continuity. Knowledge Transfer is a rapidly growing occurrence within forward-thinking organizations concerned about the mitigating the impacts of the departure of seasoned employees.

Beyond our [website](#) which provides general information on our firm, services we provide, list of clients, and resources such as articles we have authored, we are extremely active in social media, providing relevant and timely content to those persons who are vigilant about "getting better all the time." Please visit our site on [Facebook](#) for the latest solutions to the most pressing challenges confronting government leaders. Finally, each quarter we author an e-newsletter, "[Moving Forward](#)" distributed to over 3,800 public sector professionals providing a path forward through the turbulent times impacting government.

2. Experience/Sample Projects

Our team brings practical experience, proven expertise and a strong desire to assist the City of Lamesa to unify the focus and fortify cohesion among Mayor Nix and Council, City administration, and staff towards the future of Lamesa.

Our role is an essential element to a successful strategic planning process and achieving desired outcomes. To that end, the following features are central to factor into your selection process. These key skill sets reflect our philosophy and approach:

- ✓ Effective facilitation skills and meeting management
- ✓ Extensive knowledge of local government
- ✓ In-depth expertise in providing a range of change and organizational effectiveness strategies and tactics
- ✓ Add value during the discussion and throughout the process
- ✓ Fair, objective and impartial to all participants
- ✓ Stimulate and encourage discussion and creative ideas
- ✓ Treat everyone equally and with respect
- ✓ Excellent communication skills

The following client success stories are representative of our experience in designing and facilitating strategic planning processes for local governments nationwide. **The City's role** regarding economic development activities, including partnership with

local Chambers of Commerce and Economic Development entities were significantly involved with each of the following success stories.

City of Portland, Texas (pop. 15,711)

The City of Portland retained Patrick Ibarra in 2015 to design and facilitate a Strategic Planning Advance meeting with members of the governing body, city manager and department directors, as well as facilitate a full-day meeting of executive members that was focused on leadership development. The purpose was to help clarify a shared direction including goal setting for a rapidly growing community.

City of Seguin, Texas (pop. 26,660)

The City of Seguin retained Patrick Ibarra in 2014 to design and facilitate a Strategic Planning Advance meeting with members of the governing body, city manager and department directors. The purpose was to help clarify a shared direction including goal setting for a rapidly growing community.

City of Yankton, South Dakota (pop. 14,591)

Patrick Ibarra was retained in 2016 to design and facilitate a Strategic Planning and Goal Setting Advance session with members of the governing body and the city administrator. A [community forum](#) was included as a method to obtain public input.

City of Chehalis, Washington (pop. 7,268)

In 2015, the City retained Patrick Ibarra to design and facilitate a Strategic Planning Advance meeting with members of the governing body, city manager and department directors, as well as facilitate a full-day meeting of executive members that was focused on leadership development. The purpose was to help clarify a shared direction including goal setting.

Town of Hilton Head Island, South Carolina (pop. 39,412)

In 2015, Patrick Ibarra was retained to design and facilitate annual budget goal setting workshop for the Mayor and members of City Council. The intent was to clarify both short- and long-term priorities proceeding into the annual budget cycle. The outcome enables the City Manager to accelerate the vision and operationalize the agreed-upon priorities.

Town of Queen Creek, Arizona (pop. 33,752)

The City of Queen Creek retained Patrick Ibarra in 2012 and again in 2015 to design and facilitate a Strategic Planning Advance meeting with the Mayor, Councilmembers and members of the City's executive team (i.e. City Manager and department directors)

who serve in a growing community. The purpose was to update the current Strategic Plan with a special emphasis on economic development, public improvements, recreational amenities and growth strategies.

City of Brookings, South Dakota (pop. 22,943)

Each year beginning in 2010, the City of Brookings has retained Patrick Ibarra of the Mejorando Group to design and facilitate a forward-thinking strategic planning process that involves governing body members, the city manager and department directors. The outcome is the creation of a robust plan of action including scheduled targeted activities designed to accelerate the organization's growth and prosperity. Most recent update was completed January 15, 2016.

City of Bainbridge Island, Washington (pop. 23,196)

The City retained Patrick Ibarra in 2014, 2015 and 2016 to design and facilitate a Strategic Planning Advance meeting with the Mayor, Councilmembers and members of the City's executive team (i.e. City Manager and department directors) who serve in a rapidly growing community. The purpose was to update the current Strategic Plan with a special emphasis on economic development, public improvements and growth strategies. Most recent update was completed on January 21, 2016.

City of Maricopa, Arizona (pop. 45,508)

Each year since 2012, the City of Maricopa has retained Patrick Ibarra to design and facilitate a Strategic Planning Advance meeting with the Mayor, Councilmembers and members of the City's executive team (i.e. City Manager and department directors) who serve in a rapidly growing community. The purpose was to update the current Strategic Plan with a special emphasis on economic development, public improvements and growth strategies. Most recent update was completed on November 18, 2015.

City of Bismarck, North Dakota (pop. 67,034)

In 2012, the City of Bismarck retained Patrick Ibarra of the Mejorando Group to design and facilitate the City's inaugural Strategic Planning process. Activities included preparing agendas and facilitating meetings of the Project Team, partnering with the PIO to craft and implement a highly *interactive community involvement strategy blending social media and conventional methods such as meetings*, and providing briefings and facilitating interactive meetings with members of the governing body. The result was a robust, forward-looking strategic plan which includes a powerful Vision, Values which create a shared understanding between the community of Bismarck and its local government, a Mission to activate members of the City workforce, audacious goals accompanied by time-linked objectives and a meaningful monitoring process to evaluate progress.

3. References

Proposer shall furnish three (3) references for which the Proposer has provided strategic planning facilitation services.

Reference #1	
Client:	Town of Queen Creek, Arizona
Contact Person:	John Kross, Town Manager
Telephone Number:	480-358-3000
E-mail Address	john.kross@queencreek.org
Reference #2	
Client:	City of Brookings, South Dakota
Contact Person:	Jeff Weldon, City Manager
Telephone Number:	605-695-3266
E-mail Address	jweldon@cityofbrookings.org
Reference #3	
Client:	City of Portland, Texas
Contact Person:	Randy Wright, City Manager
Telephone Number:	361-777-4513
E-mail Address	rwright@portlandtx.com

4. Profile/Resume

Patrick Ibarra

Co-Founder and Partner, The Mejorando Group

As co-founder and partner, Patrick Ibarra is responsible for Talent Management (i.e. Workforce and Succession Planning), Strategic Planning Processes and Facilitation and Organizational Effectiveness services. As a Consultant and Manager in both public and private sector organizations, *including as a city manager and human resource director*, Mr. Ibarra brings organizations over 30 years of experience and a shared understanding of the particular demands and constraints placed on organizations and their employees.

Patrick is an entrepreneur of ideas who brings a valuable perspective to his work with governments – recognizing their uniqueness while implementing leading edge solutions designed to achieve sustainable change and improved performance. With over 15 years of experience serving in four cities of varying size he effectively blends his background serving in government with his seasoned experience as an external consultant by providing a valuable perspective in partnering with government leaders. He possesses an in-depth understanding of the daily workings of the public sector – political aspects, the role of budgets, constantly shifting priorities, the influence of internal and external stakeholders, and managing delivery of essential services and programs – that is woven seamlessly together enabling his advice and recommendations for improvement to succeed. Mr. Ibarra's perspective and experience are enormously helpful as he partners with government leaders in co-creating ambitious and practical approaches to performance improvement.

Patrick is an experienced facilitator with expertise in strategic planning and facilitating problem-solving and process improvement initiatives. Mr. Ibarra has directed and managed several Strategic Planning processes for organizations of all sizes including cities of Avondale (AZ), Bainbridge Island (WA), Bismarck (ND), Brookings (SD), Chandler (AZ), Chehalis (WA), Hilton Head Island (SC), Maricopa (AZ), McKinney (TX), Portland (TX), San Antonio (TX), Seguin (TX), Queen Creek (AZ), and Tempe (AZ). He partners with elected officials and executive leadership team members in the design and execution of Strategic Planning including facilitating meetings in a highly-interactive, thought provoking and practical approach enabling the group to achieve progress, along with steering community groups through the process culminating in credible and progressive plans to build stronger communities.

A Speaker, Author and Conference Presenter, Mr. Ibarra also serves on the adjunct faculty staff at Arizona State University. He teaches courses on organizational change.



Employment History

- The Mejorando Group Consulting Practice, Co-Founder and Partner
- City of Port Angeles, Washington City Manager
- City of Mason, Ohio Assistant City Manager/Human Resource Director
- City of Emporia, Kansas, Management Assistant, Office of the City Manager
- City of Phoenix, Arizona, Management Assistant, Public Works Department

Education

- Master of Human Resources and Organization Development, University of San Francisco
- Master of Public Administration, Arizona State University
- Bachelor of Science degree, Political Science, Central Missouri State University
- Graduate of the University of Virginia Senior Executive Institute for Public Service
- Certified to administer Assessment and Performance Support tools, Center for Creative Leadership
- Certified Facilitator, Development Dimensions International

Publications (recent)

- "Career Track: Talent Management" March 2016 issue of Public Management published by ICMA
- "Succession Planning: Now is the Time!" Texas Town and City February 2016 issue published by the Texas Municipal League
- "Next Generation of Professionals: An Inside Look At What Matters To Them." August 2015 issue of Public Management published by ICMA
- "An Essential Building Block for the Public Workforce" October 20, 2015 issue of Governing.com
- "The Role of the Customer Experience in the Value of Government" July 21, 2015 issue of Governing.com
- "Career Management in the 21st Century" Texas City and City February 2015 issue
- "Retaining A+ Performers in the Finance Department" February 2015 issue of Government Finance Review published by the Government Finance Officers Association
- "What Government can learn from the Culture of Apple" January 20, 2015 issues of Governing.com
- "How Governments Can Hold Onto Their Top Performers" October 1, 2014 issue of Governing.com
- "Planting the Seeds to Harvest Innovation" June 11, 2014 issue of Governing.com
- "The Amazon-ification of Government and Why We Need More Of It" March 19, 2014 issue of Governing.com

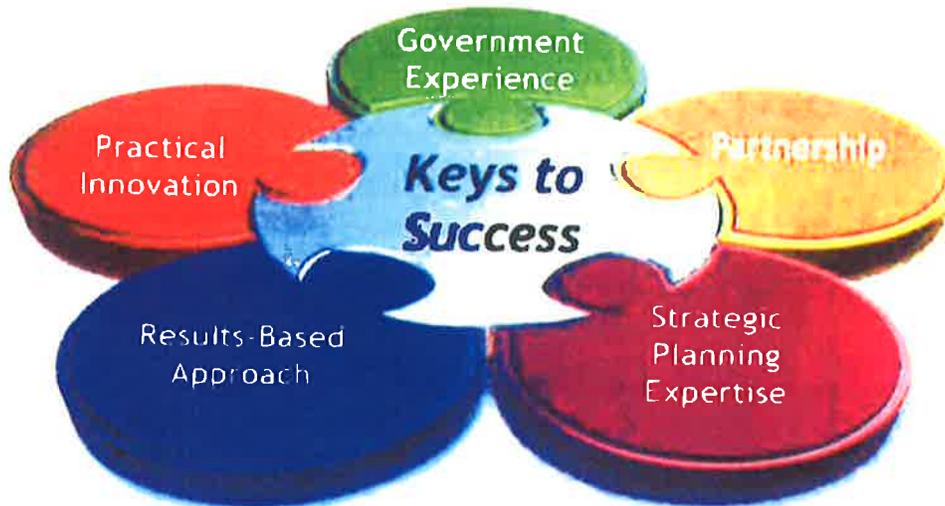
- "Turning Your Organization into a Talent Magnet" February 2014 issue of Government Finance Review published by the Government Finance Officers Association
- "Government's Crucial Employer Brand" December 11, 2013 issue of Governing.com
- "What is Successful Government" September 25, 2013 issue of Governing.com
- "Running Government Like a Start Up" June 28, 2013 issue of Governing.com
- "Knowledge Management: Transfer It Before It's Too Late" June 2013 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
- "This Government Brought to You by" April 10, 2013 issue of Governing.com
- "The Future is Now: Your New Role as a Finance Pro" in April 2013 issue of Government Finance Review published by Government Finance Officers Association (GFOA).
- "This Government Brought to You by" April 10, 2013 issue of Governing.com
- "Best Practices: The Enemy of Innovation" January 30, 2013 issue of Governing.com
- "Your Leadership Playbook: Game Changing Practices of Successful Leaders" October 2012 issue of Public Management published by the International City/County Management Association (ICMA).
- "The Next Government Workforce" October 24, 2012 issue of Governing.com
- "Talent Management: The Next Phase of Succession Planning" September 2012 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)

Conference Presentations – 2016

- Arizona Municipal Clerks Association
- City Clerks Association of Southern California
- Illinois City/County Management Association
- New Mexico Chapter of the Society of Human Resource Management
- South Dakota Municipal League
- Southern California Public Labor Relations Council
- Wisconsin City/County Management Association

5. The Mejorando Group Advantage

The Mejorando Group is the firm most qualified to partner with the City of Lamesa in the creation of a strategic plan as evidenced by the following five factors:



- **Government Experience** - Our team members have extensive local government experience, serving in senior leadership and management positions, including as a city manager, and we blend this with excellent client-relations skills, first-rate facilitation capabilities and being well-versed in designing and helping execute strategic planning processes in a variety of communities.
- **Partnership** – We approach each engagement with our clients as a partnership fully understanding our role as a resource to the community and its leaders. We appreciate the existing culture in an organization and in a community, and forge productive relationships with key leaders to help effectively disrupt the status quo so sustainable change is achieved.
- **Strategic Planning Expertise** - We possess extensive strategic planning expertise and have a proven track record of partnering with City managers and elected officials in navigating the strategic planning route – blending an efficient and productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.
- **Results-Based Approach** – Our approach for the City of Lamesa strategic planning process will ensure a genuinely collaborative process for input, while

maintaining a strong emphasis on creating a meaningful outcome – a credible strategic plan that accelerates the community's upward trajectory towards an even better future.

- **Practical Innovation** – Our team operates from a practical innovation mind-set contributing ideas that reflect a “next practices” way of providing public service which enhances both the strategic planning process and enriches the dialogue culminating in the adoption of a forward-looking strategic plan.

Patrick Ibarra is an active speaker and authors, including at events and publications sponsored by TML, ICMA, GFOA and Governing sharing emerging trends impacting local government and offering a series of targeted solutions designed to disrupt the status quo and make sustainable and significant changes. He speaks and writes about innovation, talent management, leadership and the changing workforce.

Based on our experience with strategic planning and our understanding of the needs of Lamesa as outlined in the RFQ, we have prepared a detailed plan of work. The Mejorando Group will provide expert advice, facilitation and preparation of the strategic plan document and all of its component parts. Throughout the engagement, we will collaborate with the City to ensure the desired results are achieved.

B. METHOD OF APPROACH – CITY OF LAMESA

*"After I was elected I was surprised to find out the City never had a comprehensive strategic plan. The Mayor and all the other commissioners agreed that we should have a roadmap in place for what we want the city to look like in five to ten years, especially because we're experiencing rapid growth in the current oil boom. Patrick Ibarra had a clear vision for making the **strategic planning process** work so we could discover our own answers, and he made effective use of Facebook and other social media tools to promote the project and gather public input. The response has been tremendous...we have a real sense of ownership of the strategic plan, and we're looking forward to using it to build a stronger community."*

Josh Askvig, City Commissioner
City of Bismarck, North Dakota

1. Background and Understanding

Organizations, such as the City of Lamesa, are continually presented with unexpected opportunities and unanticipated problems. Hard choices must be made, sometimes quickly, often under conditions in which little is certain. It can be easy to become distracted by these challenges expending time, money, and energy on activities that divert people's attention from the organization's principal goals. To avoid these distractions, organization members – including staff from top to bottom – need to understand clearly what the organization's goals are and what it will take to achieve them.

This is where convening members of the governing body and the City executive leadership team (i.e. City Manager and Department Directors) participate in a strategic planning process to determine organizational priorities over the foreseeable future is beneficial. Assembling these groups allows City leaders to make fundamental decisions that guide them to a developed vision of the future. An effective and robust strategic planning process will fortify relationships among members and increase a shared understanding about the future of Lamesa, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services and programs towards a stronger community.

An effective and robust strategic planning process will fortify relationships among members and increase a shared understanding about the future of Lamesa, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services and programs towards a stronger community.

Beyond meeting facilitation, we bring expertise partnering with City Managers and elected officials in navigating the strategic planning process – blending an efficient and productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

The strategic planning process will involve the City of Lamesa formally asking and answering:

- What profound trends are or will influence our future?
- What will remain the same and what will change?
- What is our direction and response to these shifts?
- How will we describe our desired results in measurable terms?
- What are the best ways and means to get there?
- What components of the existing Strategic Plan need revision?
- How will we measure progress?
- How will we measure success?

2. Our Approach to Strategic Planning

We are experts at striking a healthy balance between our two roles: content and process. Based on our in-depth experience of local government and our extensive record of consulting with other governments we can provide substantive content to the Mayor and Council, and Executive Leadership Team as they seek practical and imaginative solutions (i.e. content) to embed in the Strategic Plan. In regards to the process, we are well-versed in all facets of strategic planning including effective ways to shepherd the Mayor, Council and Executive Leadership Team through the various phases leading to the adoption of an overall Strategic Plan.

We refer to the actual strategic planning meetings involving elected officials we design and facilitate as an **Advance** as opposed to a **Retreat**, the commonly referred term applied to these types of meetings. Our approach enables a group to focus on future conditions and generate progressive strategies and innovative tactics to effectively anticipate and respond to those often changing circumstances. This results in a proactive and dynamic approach to sustaining a high-quality, high-performance organization.

3. Scope of Services

Our approach merges the experience and insight from key stakeholders along with a reliable process for preparing, and revising, the plan and the capable facilitation and consulting services from seasoned Mejorando Group consultants. These essentials combine for an effective, strategic planning process that will meet desired outcomes

and enable the City of Lamesa to continue to execute its mission in the pursuit of the Vision.

Our approach and accompanying work plan in developing the strategic plan satisfies the criteria by which successful strategic planning efforts are evaluated and the City of Lamesa is seeking:

- Evaluates current conditions to identify opportunities to maximize and potential issues to mitigate.
- Leads to action that is both innovative and effective.
- Is an inclusive, participatory process in which members of the governing body and City staff take on a shared ownership role.
- Vision for the future is refreshed or reaffirmed using an approach that results in a shared vision which is not the same as a vision shared.
- Establishes (or affirms) Mission statement for the City organization.
- Complete list of strengths and weaknesses as well as its opportunities and threats (SWOT).
- Serves as a means to organize and prioritize City initiatives and resources.
- Goals for the time frame identified.
- Measurable objectives for each goal.
- Tactics to be used to address each objective.
- Implementation plan that includes time lines and group or individual assignments.
- Schedule for performance monitoring, periodic reviews, and re-planning.

1. Initiate Project and Review Background Materials

The purpose is to address several critical questions prior to starting the Strategic Planning process including:

- a) **Initiate Project:** The Mejorando Group will begin with a meeting with the City Manager to ensure that we have a clear understanding of the objectives. During this meeting we will review our detailed work plan and schedule for the strategic planning process. Following the meeting, we will fine tune the scope of work as necessary, and finalize the schedule.
- b) **Role of the Mejorando Group.** We are experts at striking a healthy balance between our two roles: content and process. Based on our in-depth experience in local government and our extensive record of consulting with governments we will provide substantive content to the City Manager and City Council as they seek practical and imaginative solutions (i.e. content) to embed in the Strategic Plan. In regards to the process, we are well-versed in all facets of strategic planning including effective ways to guide groups through the various phases and facilitating

meetings of both internal and external stakeholders, and preparing summaries for review leading to the adoption of an overall Strategic Plan.

As a former city manager who invested over fifteen years in local government management, and consultant for almost fourteen years collaborating with leaders of cities nationwide, Patrick Ibarra is extremely effective as a guide and catalyst partnering with groups by utilizing his in-depth understanding about local government operations with a highly interactive, stimulating and practical approach to group facilitation. The result is a group recommitted to tackling, with a laser-like focus, today's toughest challenges confronting local government leaders.

- c) **Review relevant Strategic Planning documents.** In order to increase our familiarity with the City, we will review recent budgets, performance measurement reports, and other assorted materials (i.e. Land Use/Comprehensive Plan, etc.). Based on an analysis of how these materials are integrated and utilized to build the community, the strategic planning process will be refined to ensure it builds on past successes and current opportunities.
- d) **Finalize Project Schedule.** A proposed draft schedule is provided for consideration and shall be finalized in consultation with the City Manager.

2. Design Strategic Planning Advance Sessions

The process being recommended to prepare the Strategic Plan is as follows:

- a) **Conduct individual interviews with Mayor Nix, each Councilmember and the City Manager.** The purpose of each meeting is to elicit their perspectives about a variety of issues (i.e. past accomplishments, current status of identified initiatives and accompanying goals, and explore potential new initiative and goals for consideration at the upcoming sessions), that will/may serve as the focus of the strategic planning process in general, and the retreat/advance in particular.

Conferring with key stakeholders prior to the actual Advance meeting/Strategic Planning sessions can be quite beneficial in generating positive support for the meeting, as well as to better determine which issues should be addressed at the meeting. These meetings/interviews also provides for establishing rapport and building relationships which is essential for a successful strategic planning process.

- b) **Subsequent to the meetings/interviews, a summary will be provided along with a suggested agenda for the retreat/advance meeting to be held.** The agenda will be reviewed, and finalized, with the City Manager. As a former city manager, Patrick has a strong understanding and level of empathy for Ms. Burkhart in the various roles she plays and consequently, he is able to effectively translate the input elected officials provided.

3. Facilitate Strategic Planning Advance Sessions

The selection of a facilitator is essential for a successful Strategic Planning process, specifically the group sessions (i.e. Advance meetings). As the facilitator and consultant advisor, Mr. Ibarra will ensure all points of view are aired and considered. He will utilize thought-provoking and relevant exercises to actively engage the group, use consensus decision-making techniques, guide group discussions to stay on track, manage conflict using a collaborative approach, and create an environment where members enjoy a positive, growing experience while they work to attain group goals. Mr. Ibarra maintains a certification in Facilitation by Development Dimensions International, one of the leaders in the marketplace.

We facilitate meeting(s) by utilizing an approach that encourages the full participation of attendees, creates a relaxed and productive meeting environment, and keeps the group on-track with accomplishing agreed upon objectives. During the meetings, a variety of tools and techniques will be employed to actively engage the participants and ensure outcomes are achieved.

During the group discussions we understand clearly where our role starts and ends to ensure a timely and efficient process. Based on our experience in local government and our extensive record of strategic planning projects with other local governments we can provide substantive content to City leaders as they seek practical and imaginative solutions (i.e. content) to embed in the Strategic Plan. This input is to help clarify or add an interesting dimension to the discussion, but not to actively participate in the actual conversation.

The work session entails us partnering with members of the governing body and City staff using a range of proven methods and guiding them through a process reflective of the City's Strategic Planning Process during which:

- Policy-makers participate in collegial discussions about the future of Lamesa;
- The mission statement is reaffirmed;
- Strengths, weaknesses, opportunities and threats are identified and evaluated;
- The vision of the future is refreshed;
- Short and long-term Goals and Objectives designed to move toward the vision are established for the next cycle;
- Action plans that emphasize results, are adopted to accomplish the goals and objectives; and
- A shared understanding is created between the governing body and the City Manager enabling clarity and cohesion about priorities and time commitments.

In summary, the Strategic Plan will become a collectively supported, cohesive road map of how the City of Lamesa will accelerate its journey toward its desired future.

4. Preparing and Submitting the Strategic Plan Document

A Strategic Plan document/report will be submitted and will be an easy-to-use, well-structured document detailing the mission, vision, goals, policies, actions and realistic completion dates for tasks as identified and prioritized in the Strategic Planning Session(s).

C. PROJECT FEE

The hourly rate for Mr. Ibarra is \$250 which includes services related to phone interviews, summarizing interviews and preparation of meeting agendas and strategic planning document. The number of hours for these services is not to exceed 40 @250 = \$10,000. The fee for facilitation services is \$4,500 per full-day session. Two full-day sessions are included in our scope of services totaling \$9,000. The total lump sum not to exceed fee is \$19,000.

Reimbursement for travel expenses is in addition to the fee. Estimate is for two on-site visits.

REQUEST FOR QUALIFICATIONS AND PROPOSALS

Strategic Consulting Services

Notice is hereby given that the City Manager for the City of Lamesa, Texas is seeking a Request for Qualifications and Proposals (RFQ & RFP) for assistance with facilitating a Strategic Planning and Policy Governance Process designed to provide direction in the form of a concrete and measurable set of deliverable plans and policies for the Mayor, City Council and city staff. In an effort to align City goals with the Lamesa Economic Development Corporation (LEDC) and the Lamesa Economic Alliance Project (LEAP) Strategic Plan, the consultant will be asked to facilitate and guide each entity through a Strategic Planning process.

Lamesa is a rural, West Texas city located along the Ports-to-Plains Corridor between Midland and Lubbock with historic economic dependency on agriculture (eg, cotton, grain) and to a lesser degree, oil. While the City has significant strength in its transportation infrastructure, Lamesa faces the same challenges may rural communities face in West Texas, such as: skewed labor wages due to the nearby oil field, a lack of housing, dilapidated structures, a disappearing tax base, and distance to major markets.

Lamesa seeks sustainable wealth creation and economic growth, industry diversification, and reallocation of existing labor force skillsets. The City seeks to leverage its cultural/historical assets, gain a better understanding of its existing business community, and position itself for attainable future industry opportunities.

City's Strategic Plan

The City of Lamesa desires a Strategic Plan that includes a vision statement, goals, objectives, and actions with prioritization (divided into Policy Agenda for City Council and a Management Agenda for City staff) culminating in a list of Major Projects to be focused on in the next year, three years and five years.

LEDC/LEAP Strategic Plan

In a similar manner, the LEDC and LEAP seek to implement a 5-year Strategic Plan to facilitate targeted economic growth with consideration given to nationwide indicators that affect the City's competitiveness, then aligning those with local economic drivers and identifying opportunities/weaknesses.

LEDC and LEAP would like to prioritize the following strategic positions within the operational boundaries of the City Strategic Plan in order to best set its own goals, utilize its resources, and implement actionable and measurable tactics. Focus to be given to the following areas, but not limited to:

1. Tourism: Dal Paso Museum, SkyVue, Movieland, Community Players Theatre, Festivals, motel/restaurant discovery, business hub centers
2. Business Recruitment and Marketing: online and traditional
3. Development role or facilitator role: Own and develop land (more control over the process) vs. connecting all of the players together (more dependent on cooperation of others)
4. Workforce Development roles and facilitation
5. What should be the role of LED as a Grant/Loan Provider going forward?
6. Business Retention and Expansion Program: To gain a insights into the city's existing economic forces
7. Small business and entrepreneurial development
8. Housing Development

Qualifications from consultants interested in providing professional services will be accepted until 3:00 p.m. on **Friday, February 12, 2016**. Please submit one total price for both entities and individual pricing for each entity, if awarded separately.

Professional Consultants must submit qualifications to:

Subject: RFQ – City of Lamesa – Strategic Plan
Attn: Shawna D. Burkhart, City Manager
City of Lamesa, Texas
601 South 1st Street
Lamesa, Texas 79331

Qualifications shall be sealed and shall include the Consultants name and address on the outside of the envelope as well as information indicated above. It is the sole responsibility of the Consultant to ensure that the sealed qualifications are delivered to the City Manager's office prior to the expiration of the time and date above. Qualifications may be mailed or delivered by hand or common courier.

The City of Lamesa and the LEDC/LEAP reserves the right to reject any and all applications, to waive any and all technicalities, and to accept any qualifications which it deems to be in its best interest. Each respondent agrees to waive any claim it has or may have against the City of Lamesa, Texas, and its respective employees, arising out of or in connection with the administration, evaluation, or recommendation of any proposal.

D. METHOD OF APPROACH – LEDC/LEAP

"Patrick Ibarra brought a new level of strategic thinking to our annual strategic planning session. He stretched our minds, helped bridge the gap between council members and City staff, and made sure we ended up with a list of goals that could be realistically accomplished. Patrick really brought his knowledge of how cities work to our session, and opened the door for our continuous improvement. I'd recommend Patrick and his team to anyone who wants to bring new energy and productivity to their meetings."

Tim Reed, Mayor
City of Brookings, South Dakota

1. Background and Understanding

The velocity resulting from global economic trends is rapidly accelerating and generating impacts on communities nationwide. To name a few:

- Volatility of commodity markets, most notably oil.
- Agricultural production - expansion and contraction simultaneously.
- Increasing use of technology in all economic sectors.
- Declining infrastructure.
- Shifting workforce demographics,
- Lack of available affordable housing.
- Shifting tax base.
- Consumer preferences and purchasing habits.
- Historically low interest rates allowing easier access to financing.
- The elasticity of the role governments and public-private partnerships has in economic development programs and services.

These combined with national, regional and local trends has prompted LEDC/LEAP to pursue the creation and implementation of a Five-Year Strategic Plan.

Assembling the Board allows members to make fundamental decisions that guide them to jointly respond to emerging trends as well as proactively identify specific actions that overall help create a developed vision of the future. An effective and robust strategic planning process will fortify relationships among members and increase a shared understanding about the future of Lamesa and determine a coherent path towards ensuring its short- and long-term economic viability,

The strategic planning process will involve Board members formally asking and answering:

- What profound trends are or will influence our future?
- What will remain the same and what will change?
- What is our direction and response to these shifts?
- How elastic is the role of GPEC in responding to future trends?
- How will we describe our desired results in measurable terms?
- What are the best ways and means to get there?
- How will we measure progress?

In particular, as per the RFQ the Board will focus their attention on the following areas during their deliberations:

1. Tourism: Dal Paso Museum, SkyVue, Movieland, Community Players Theatre, Festivals, motel/restaurant discovery, business hub centers
2. Business Recruitment and Marketing: online and traditional
3. Development role or facilitator role: Own and develop land (more control over the process) vs. connecting all of the players together (more dependent on cooperation of others)
4. Workforce Development roles and facilitation
5. What should be the role of LED as a Grant/Loan Provider going forward?
6. Business Retention and Expansion Program: To gain a insights into the city's existing economic forces
7. Small business and entrepreneurial development
8. Housing Development

2. Scope of Services

Our approach merges the experience and insight from key stakeholders along with a reliable process for preparing, and revising, the plan and the capable facilitation and consulting services from seasoned Mejarando Group consultants. These essentials combine for an effective, strategic planning process that will meet desired outcomes and enable the City of Lamesa to continue to execute its mission in the pursuit of the Vision.

Our approach and accompanying work plan in developing the strategic plan satisfies the criteria by which successful strategic planning efforts are evaluated and the City of Lamesa is seeking:

- Evaluates current conditions to identify opportunities to maximize and potential issues to mitigate.
- Leads to action that is both innovative and effective.

- Is an inclusive, participatory process in which members of the governing body and City staff take on a shared ownership role.
- Vision for the future is refreshed or reaffirmed using an approach that results in a shared vision which is not the same as a vision shared.
- Establishes (or affirms) Mission statement for the City organization.
- Complete list of strengths and weaknesses as well as its opportunities and threats (SWOT).
- Serves as a means to organize and prioritize City initiatives and resources.
- Goals for the time frame identified.
- Measurable objectives for each goal.
- Tactics to be used to address each objective.
- Implementation plan that includes time lines and group or individual assignments.
- Schedule for performance monitoring, periodic reviews, and re-planning.

1. Initiate Project and Review Background Materials

The purpose is to address several critical questions prior to starting the Strategic Planning process including:

- Initiate Project:** The Mejorando Group will begin with a meeting with the Executive Director to ensure that we have a clear understanding of the objectives. During this meeting we will review our detailed work plan and schedule for the strategic planning process. Following the meeting, we will fine tune the scope of work as necessary, and finalize the schedule.
- Role of the Mejorando Group.** We are experts at striking a healthy balance between our two roles: content and process. Based on our in-depth experience in local government and our extensive record of consulting with governments we will provide substantive content to the Board as they seek practical and imaginative solutions (i.e. content) to embed in the Strategic Plan. In regards to the process, we are well-versed in all facets of strategic planning including effective ways to guide groups through the various phases and facilitating meetings of both internal and external stakeholders, and preparing summaries for review leading to the adoption of an overall Strategic Plan.
- Review relevant Strategic Planning documents.** In order to increase our familiarity with the role of LEDC/LEAP, we will review assorted materials (i.e. community profile, economic indicators, etc.). Based on an analysis of how these materials are integrated and utilized to build the community, the strategic planning process will be refined to ensure it builds on past successes and current opportunities.

- d) **Finalize Project Schedule.** A proposed draft schedule is provided for consideration and shall be finalized in consultation with the Executive Director.

2. Design Strategic Planning Advance Sessions

The process being recommended to prepare the Strategic Plan is as follows:

- a) Conduct individual interviews with Scott Leonard, President, Bob Henderson, Vice President, Bryan Nowlin, Secretary/Treasurer, Board Members - Sammy Stevens and Jason Anzaldúa, and Executive Director, Nathan Taylor. The purpose of each meeting is to elicit their perspectives about a variety of issues (i.e. past accomplishments, current status of identified initiatives and accompanying goals, and explore potential new initiative and goals for consideration at the upcoming sessions), that will/may serve as the focus of the strategic planning process in general, and the retreat/advance in particular.

Conferring with key stakeholders prior to the actual Advance meeting/Strategic Planning sessions can be quite beneficial in generating positive support for the meeting, as well as to better determine which issues should be addressed at the meeting. These meetings/interviews also provides for establishing rapport and building relationships which is essential for a successful strategic planning process.

- b) Subsequent to the meetings/interviews, a summary will be provided along with a suggested agenda for the retreat/advance meeting to be held. The agenda will be reviewed, and finalized, with the Board President and Executive Director.

3. Facilitate Strategic Planning Advance Sessions

Design and facilitate a workshop with the Board that may include discussions about the following topics:

- An assessment of the Lamesa market
- Completion of an abbreviated Environmental Scan to identify trends and forces for change
- Determining the role – expansion, contraction or stay the course - of LEDC/LEAP in the foreseeable future
- The eight areas of focus included in the RFQ
- Determining appropriate goals and objectives for up to the next three years.

The selection of a facilitator is essential for a successful Strategic Planning process, specifically the group sessions (i.e. Advance meetings). As the facilitator and consultant advisor, Mr. Ibarra will ensure all points of view are aired and considered. He will utilize thought-provoking and relevant exercises to actively engage the group, use

consensus decision-making techniques, guide group discussions to stay on track, manage conflict using a collaborative approach, and create an environment where members enjoy a positive, growing experience while they work to attain group goals. Mr. Ibarra maintains a certification in Facilitation by Development Dimensions International, one of the leaders in the marketplace.

We facilitate meeting(s) by utilizing an approach that encourages the full participation of attendees, creates a relaxed and productive meeting environment, and keeps the group on-track with accomplishing agreed upon objectives. During the meetings, a variety of tools and techniques will be employed to actively engage the participants and ensure outcomes are achieved.

In summary, the Strategic Plan will become a mutually shared blueprint of the "what" and the "how" for the LEDC/LEAP Board to create a prosperous economic future for Lamesa.

4. Preparing and Submitting the Strategic Plan Document

A Strategic Plan document/report will be submitted and will be an easy-to-use, well-structured document detailing the mission, vision, goals, policies, actions and realistic completion dates for tasks as identified and prioritized in the Strategic Planning Session(s).

E. PROJECT FEE

The hourly rate for Mr. Ibarra is \$250 which includes services related to phone interviews, summarizing interviews and preparation of meeting agendas and strategic planning document. The number of hours for these services is not to exceed 30 @250 = \$7,500. The fee for facilitation services is \$4,500 per full-day session. Two full-day sessions are included in our scope of services totaling \$9,000. The total lump sum not to exceed fee is \$16,500.

Reimbursement for travel expenses is in addition to the fee. Estimate is for two on-site visits.

The total fee for both entities is \$35,500 plus reimbursement for travel expenses.



mejorando group



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(925) 518-0187



**Smarter Decisions.
Improved Service Delivery.
Greater Effectiveness.**

**Your organization CAN
get better all the time.**

Ever Feel Like Your Organization's Potential Is GREATER THAN ITS OUTPUT?

The experts at the Mejorando Group are skilled at helping government organizations achieve optimal performance. We provide consulting, organizational improvement services, facilitation, executive coaching and leadership and management training designed to generate results.

A solid record of success – and a growing list of clients – is proof that our dynamic, interactive, and holistic approach to organizational performance works.

(ma ho-ran do)

"Mejorando" is a Spanish word meaning "getting better all the time." It reflects our approach with clients who seek to improve the performance of their organizations and the individuals within them.

"Patrick really understands current succession planning issues and what it takes to resolve them. What I find most interesting and helpful about working with Patrick is how he's able to relate his real-life work experience to our specific challenges. The Mejorando Group came through in a timely manner with a systematic and comprehensive succession planning program, and Patrick is continuing to consult with us as we put his recommendations into place."

Keith Hunke
Assistant City Administrator
City of Bismarck, North Dakota

"Facing significant declines in tax revenue, we knew we had to operate our County more efficiently. Patrick Ibarra and the Mejorando Group's experience, research ability and methodology best fit our needs. The organizational analysis they delivered to us was comprehensive and easy to understand. Their benchmarks from other counties were particularly enlightening, and Patrick's fresh perspective opened our eyes to some things we were looking at with tunnel vision. We're currently implementing many of Patrick's recommendations, and are confident that we'll achieve the financial goals we set. I respect Patrick's knowledge and professionalism, and I'd recommend him to any organization seeking to optimize resources and improve services."

Scott Vargo
Assistant County Manager
Summit County Colorado

Our Goal: OPTIMAL PERFORMANCE

The Mejorando Group brings fresh thinking, innovation, and new ideas to help your organization achieve extraordinary results. While recognizing that every government organization, team, and person is unique, our clients share a desire to perform better. All of our consulting assignments, training programs, and speaking engagements are designed to help our client-partners get closer to optimal performance.

We believe that the best solutions are holistic in nature and produce measurable results. In order for organizations to achieve optimal performance six factors must be aligned.



"Patrick Ibarra brought a new level of strategic thinking to our annual strategic planning process. He stretched our minds, helped bridge the gap between council members and City staff, and made sure we ended up with a list of goals that could be realistically accomplished. Patrick really brought his knowledge of how cities work to our session, and opened the door for our continuous improvement. I'd recommend Patrick and his team to anyone who wants to bring new energy and productivity to their strategic planning process."

Tim Reed
Mayor
City of Brookings, South Dakota

Results-Based Consulting & Training Programs for the Public Sector

Consulting Is ABOUT RESULTS, Not Buzzwords

When clients turn to the Mejorando Group for assistance, they usually don't use phrases like "organization effectiveness strategies," "change management," "performance management processes," or "meeting facilitation services."

We hear things like this:

- "We've made drastic budget cuts and still need to deliver high-quality services"
- "What can we do to help our managers be better leaders?"
- "We believe we're innovative, but we struggle to make it happen frequently"
- "We want to revise our strategic plan to respond to the New Normal we're living in"
- "We need to better manage our workforce - developing our mid-career people and retaining our younger, talented people."

In our business, buzzwords alone don't cut it. As your partner, the Mejorando Group invests the time to get to know your organization, understand what it needs, and give you solutions that work.

Professional Services



The Mejorando Group has a proven track record of helping government agencies and their members perform more effectively and productively.

Client Case Studies

City of Alameda, California

The Mejorando Group completed an organizational review of the Economic Development Department. We provided a series of the cohesive and forward-thinking recommendations that were the equivalent of a "sea change" for the Department as we established a unified approach to effective economic development. We recommended a contemporary business strategy, reorganization of the structure, and suggested new programs and services designed to be successful in today's new normal.

City of Fort Collins, Colorado

Leaders within the Utilities Department recognized the Fort Collins Way of Doing Business was at risk due to the retirement wave occurring. Consequently, the Mejorando Group was retained to develop and implement an organization-wide Knowledge Management Transfer Program. We provided a sound strategy comprised of practical techniques designed to obtain and successfully repurpose high value knowledge from employees.

City of Colleyville, Texas

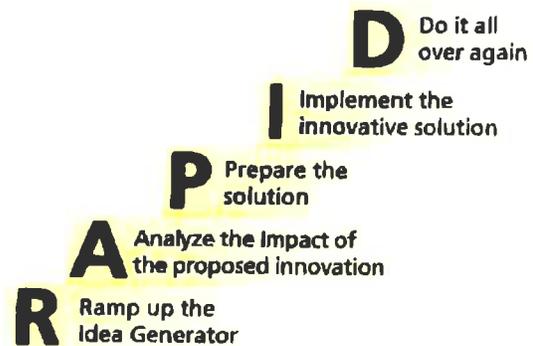
Colleyville retained the Mejorando Group to create and help implement a comprehensive and systematic succession planning program. We identified critical positions within the city workforce, established competencies, designed and implemented a 360-degree developmental process, and recommended a performance-based training and development program. Winner of the Most Innovative Program presented by the Texas Municipal League.

Uncertain Times demand RAPID Innovation:

"Playing it Safe is no longer playing it Smart"

Conventional wisdom has been summarily discarded during these unprecedented times. The new normal, defined by a changed economic reality, requires a different emphasis on efficiency to enable governments to simultaneously drive cost savings, improve productivity and accelerate innovation. Indeed, we are working in permanent whitewater.

Our Proven Approach to Injecting Innovation



RAPID is a five-step approach organizational leaders can repeat over and over again. Through a combination of training and organizational improvement services, we provide the RAPID framework and equip your organizational members with the principles, techniques, and methods essential to generate innovation solutions by intent. The result is a highly functioning innovation engine coupled with a workforce whose members have strong innovation muscles.

Despite the enormity of the challenge, building a systemic capability for innovation is now the inescapable imperative for every government organization - fundamental to its survival and continued success. We partner with progressive government leaders and inject RAPID Innovation as a problem solving tool designed to generate immediate dividends through the directed efforts of your workforce.

Energize Your Next Conference Or Meeting With A DYNAMIC SPEAKER.

Patrick Ibarra, co-founder and partner of the Mejorando Group, is available to speak on a wide variety of timely topics relating to transferring the headwinds government leaders are facing into a tailwind so organizational and individual performance flourishes. Topics include *There is no Box: Uncertain Times demand RAPID Innovation*, *Leading Change isn't a Spectator Sport*, *From Typewriters to iPads: Communication across Generations*, *Your Leadership Playbook*, and *Succession Planning: The Sequel*.

Patrick consistently receives rave reviews for his keynote speeches, due his energetic style, his ability to connect with an audience, and his willingness to provide actionable information.

Start getting better today by calling (925) 518-0187 or e-mail patrick@gettingbetterallthetime.com.

The Mejorando Group • www.gettingbetterallthetime.com

OUR SERVICES



meiorando group

BY PATRICK IBARRA

Improving personal and workplace performance

You've read the statistics. Each day, 10,000 people turn 65 years of age. According to the Pew Research Center, for the first time, millennials now outnumber baby boomers in the workplace 76 million to 75 million, and they will make up 75 percent of the workforce by 2025.

Based on a 2015 study by the Society for Human Resource Management, the top future human capital challenge is developing the next generation of organizational leaders. Needless to say, the business-as-usual approach to building the public sector workforce is no longer relevant.

Turbulence surrounds both today's workforce and workplace, especially in local government. In particular, the aging workforce is creating unprecedented impacts on how leaders attract top candidates, develop their "bench," and retain the organization's tacit knowledge before it departs, accompanied by the career management and development methods being used by individuals climbing the ladder of success. Note: Career ladders are so twentieth century; the new concept is a career lattice.

Setting Forth Goals

Welcome to the inaugural article for the new, quarterly Career Track department in *PM*. Merriam-Webster's *Collegiate Dictionary* defines career as "a field for or pursuit of consecutive progressive achievement especially in public, professional, or business life." It defines track as "the course along which something moves or progresses."

The department's purpose, using these definitions, is to provide tips, tools, and techniques to individuals on navigating their careers successfully. It will also provide information to leaders and managers on how to more effec-

tively attract, keep, and grow the talent of their local government staff—building the bench, as it were.

This article focuses on efforts relating to career development. First, here are my recommendations to individuals seeking to advance their careers:

Assemble a career board of directors. Assemble a group of your most trusted advisers to be members of your career board of directors. The people you choose should help you raise your level of self-awareness so their candor and possibly bluntness should be appreciated.

Navigating one's career can be a series of non-linear steps, but the key is that an upward trajectory is always achieved. A personal board of directors can be of great benefit to those young and even not-so-young professionals.

Strengthen your personal brand. Specifically, your brand is your reputation. A personal brand must highlight your distinctive strengths, yet must not be too self-promotional, which is an all-too-common error.

Your brand must make you a team player who unquestionably adds value to your current employer while concurrently allowing your evolution effortlessly into the next one. The focus should be on developing yourself, not promoting yourself.

So be watchful in strengthening your personal brand, while participating in focused development and learning activities that are designed to enhance your skills and capabilities.

To managers and leaders of organizations, here are a few tips:

Assess your hiring practices. According to the Center for State and Local Government Excellence, the Inter-

national Public Management Association for Human Resources, and the National Association of State Personnel Executives, for the second consecutive year, state and local governments are reporting an increase in hiring.

A resulting question is: How suitable are your local government processes to attract and recruit talent for your organization? An applicant-tracking system is the minimum threshold to compete for talent, as is using Facebook to post job openings. If you're not actively using social media to increase awareness of your organization as an employer of choice, you're missing out on top recruits.

Explore new leadership development strategies. It's an oversimplification to believe that current approaches for developing leaders will work for millennials because they won't.

Countless organizations are trying to improve their leadership pipelines, but for a number of reasons are coming up short; namely because organizations are having problems finding individuals with leadership skills. Why? Millennials' development experience has sharpened their ability to form and maintain a peer network, but not necessarily the skills to be a boss.

Toward Improved Performance

As an author and a management adviser, I am determined to help quell the turbulence of disruptive change and convert the headwinds of change into a tailwind, enabling individuals to accelerate their career progress and organizational leaders to build an even stronger workforce, all resulting in improved performance.

Don't hesitate to e-mail your questions concerning career development and talent management to me at patrick@gettingbetterallthetime.com. **PM**



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THE ROLE OF THE CUSTOMER EXPERIENCE IN THE VALUE OF GOVERNMENT

This article originally appeared in the July 21, 2015 issue of *Governing.com* By Patrick Ibarra



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We pay an inordinate amount of attention to the price or cost of government. It's time to transition the discussion to the value of government. Governments that provide the consumers of their services--their citizens, businesses and residents--with a satisfying consumer experience also go a long way toward creating a sense of place, that all-important feeling of connection and belonging so central to a community's well-being.

As democratic institutions, governments are responsible for delivering services and programs in an equitable manner and for creating social goods--public safety, infrastructure, education--that individuals otherwise would be unable to achieve on their own. But progressive leaders also recognize that ours is increasingly an experience-based economy.

Residents interact with government not only at the functional and the cognitive levels but also at the emotional level. Individuals, families and business owners volunteer to live in a particular community. In doing so, they consider a number of variables, not the least of which is the way they experience the community. While not alone, governments are pivotal players in influencing this experience.

In the business world, no company provides a better example of the connection between value creation and the consumer experience than Apple. At over \$700 billion, Apple is the world's highest-valued company. Its products are typically the most expensive and it never puts them on sale, yet it has waiting lines for its new releases. Why? Because Apple has succeeded at blending functionality (reliable and emerging technology) with a sense of style and, overall, creating a unique and highly valued experience.

Apple certainly isn't alone in understanding the importance of a brand experience. It's a way for businesses that essentially sell a commodity to differentiate themselves. Travel-related business such as airlines and hotels, for example, offer frequent customers perks such as complimentary upgrades or early boarding. Auto dealerships provide preferred appointment times for select customers and offer them shuttle services or loaner cars. And countless businesses, from financial institutions to grocers, offer rewards programs.

Today many people want both quality and convenience and are more than willing to pay for it, whether dining out or stopping in at Starbucks for a \$4 latte. This demographic is looking for ease of use, special access (where applicable) and an overall enjoyable experience.

For governments, providing a pleasant and enjoyable consumer experience has less to do with the size of budgets and more to do with the attitudes of officials, managers and the workforce. The thinking should be this: that it's not good enough to merely meet the minimum threshold of utility or functionality in the delivery of services and programs and that the goal should be to enrich the emotional connection that consumers have with those services.

So what sorts of things could governments do to enrich that connection? How about giving season-pass holders to municipal swimming pools and recreation centers discounts on recreation programs, special-entry access to avoid lines, or free consultations with a fitness trainer? Or faster turnaround times on real-estate plan reviews for developers who have met a threshold for purchase of permits? Or a loyalty program for frequent customers at airport parking lots? Or longer check-out periods for library users who reach a year without an overdue book or DVD?

None of these ideas cost much, if anything, and you can probably come up with your own ways to add to the value of government that are tailored to your community's unique characteristics and circumstances--ways that enhance that priceless sense of place.





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WHAT CAN GOVERNMENT LEARN FROM APPLE

This article originally appeared in the January 20, 2015 issue of *Governing.com* By Patrick Ibarra



Apple has been in existence for less than 40 years, yet it is the world's most valuable company and brand, with a market capitalization north of \$700 billion and over \$160 billion in the bank. Beyond its financial strength and market dominance, Apple's internal culture and its approach to its business have become the gold standard for a number of industries. So how can a public-sector organization become "the Apple of government?"

Apple describes itself not as a computer or technology company but as one that combines the roles of innovator, integrator and -- of particular applicability to government -- experience provider. Besides its function as a democratic institution, the role of government is to be the protagonist for a better quality of life for residents/citizens/taxpayers. In that pursuit, beyond the delivery of public services and programs, government also creates a sensory experience. Ask residents of a city if they feel safe and the reply won't be about the number of officers on the police force but about their perceptions -- a blend of their own experiences, first-hand and otherwise.

So what is the gauge by which government might remake itself in the Apple mold? While Apple doesn't share the secrets of its success, enough has been published to provide ways for a governmental organization to begin resetting its value proposition:

Be passionate. Great success is the result of great passion. Ask yourself, "What is our organization passionate about?" Steve Jobs said that Apple is about connecting the humanities to the sciences, creativity to technology, and the arts to engineering. Consequently, the company selects employees from the creative class who are critical thinkers and collaborative problem-solvers.

When conformity and compliance is expected among its workforce, government puts a straitjacket on its ability to connect with anything. It is critical for government leaders to begin asking mission questions. In doing so, government will begin recruiting more artists -- those who are adept at blending plumbing (functionality) with poetry (beauty).

Lead, don't follow. While Apple didn't invent the portable music device, smartphone or tablet computer, it radically redefined the status quo for each of them. Real improvement in government isn't a cut-and-paste approach. So-called best practices are often emblematic of status-quo thinking. Progressive leaders recognize that best practices are typically about today, while "best practices" are about tomorrow.

At Apple, innovation isn't a strategy or department, but a mindset that is factored into everything the company does. In government, innovation is always advocated for, but its actual implementation is fraught with challenges. Most notable among these is the risk aversion that permeates the public-sector workplace culture. Mistakes are bad, but what's worse is a culture that doesn't tolerate them.

Aim to surprise. Instead of satisfying your customers, how about delighting them? Too many government leaders know all about costs or budgets but little about value. All too often, government agencies and staffers fail to remember that they are not the audience for the program or service they are delivering, so their lack of empathy for the actual customer/consumer affects the design of the service or program. Apple provides a fantastic end-to-end user experience. What if your permitting counter were operated like Apple's Genius Bar? While government's customers will use a technology solution, such as online permitting, to expedite a service, research shows that they also desire more personal and caring treatment.



Focus on what customers really need. Jobs often reiterated a famous quote of Henry Ford's: "If I had asked people what they wanted, they would have said faster horses." Like Ford, Apple always has stayed out ahead of its customers, producing products that they didn't know they would want. Peter Drucker, the influential management consultant and author, once said that the best opportunities are "visible, but not seen."

The idea of working to identify unseen opportunities may seem a little crazy to people steeped in the culture of the public sector. But as Jobs so memorably put it, "People who are crazy enough to think they can change the world are the ones who do." How crazy are you?



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RUNNING GOVERNMENT LIKE A STARTUP

This article originally appeared in the June 26, 2013 issue of *Governing.com*

By Patrick Ibarra



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The belief that there is little or nothing for government to learn from the private or nonprofit sectors isn't just outdated -- it's a myth. Leaders of successful organizations in all sectors pay little attention to where new ideas originate and instead focus on aggregating innovation and effective practices from wherever they can.

At first glance, the techniques for starting a successful business might not seem to have much in common with leading effective, transformational government. But the two actually have a great deal in common -- not least the atmosphere of volatility and uncertainty in which both increasingly must operate.

For government leaders who are looking to restart their organizations, these foundational principles of successful business startups should serve as a guide:

Operate from a solid business model: A plan for earning a profit is the hallmark of every successful business. While the idea of a profit is irrelevant to the public sector, a sound business model can help ensure that any organization always operates in the black. Besides injecting innovation into the delivery of services and programs, government leaders must also continue to scrutinize the cost side of government. Maybe it's time, for example, for the public sector to consider salary caps, similar to those of professional sports leagues, wherein personnel expenses cannot exceed a certain percentage of budgeted expenses. Leaders also must find ways to diversify their agencies' revenue sources, and to generate additional revenue without raising taxes.

Analyze the market: An unfortunate reaction to the Great Recession is that so many governments have relied on across-the-board budget cuts. This practice assumes that everything that government does is of equal value in the marketplace, which isn't accurate. The most significant challenge public leaders face is how to determine a program's market viability. That value can't be discovered by simply measuring outputs from providing a service. Instead, government agencies need to dig down into all that Big Data they are collecting and employ data analytics -- similar to the approach Eric Schmidt of Google -- to create composite profiles of the markets they are trying to serve, allocating resources to ensure that those markets' needs are met.

Provide a brilliant product or service: As any innovative business startup knows, ordinary or average isn't good enough. Measuring outputs of government's "products" -- number of permits issued, size of enrollment, ridership, gallons of water treated, response time -- may be the standard, but it isn't the way to a brilliant product or service. What leaders should focus on is collaborating with the public to co-define what is "brilliant." Civic engagement has never been easier than it is now with the explosion of social-media platforms, and leaders who optimize the use of these emerging technologies will foster a high level of social currency with the public and be better able to deliver the type of government people want and need.

Remember that time is money: Contrary to conventional wisdom, this is especially true in the public sector, and not just because many government employees are paid by the hour. Consider road-improvement projects: Typically, a highway project is awarded to the contractor that submits the lowest bid. The duration of the project isn't as high a priority as the bottom-line cost to the taxpayer. But nothing infuriates a motorist more than a long line of detour cones with no one in sight working. Any capital project that interferes with the flow of traffic and impairs commerce should be re-evaluated using a time-is-money approach, only this time through the eyes of the public. Typically after a natural disaster that damages infrastructure, the bidding process will factor in duration for completion and offer a financial bonus to the contractor if a more aggressive deadline is met. This practice should be replicated in day-to-day capital repair and improvement projects as well.



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Build a high-performing team: Leaders of successful business startups place a high priority on fostering a collaborative and inclusive workplace culture that seeds innovation. Similarly, in the public sector, optimizing employee capabilities requires a sound talent-management strategy, one that and in which leaders recognize their roles as "educators-in-chief," to recruit, retain and develop the people needed to deliver great government. Creating a shared understanding for employees across the organization about expectations and accountability is fundamental to building and sustaining that kind of high-performing work team.

Starting a new business is risky, and so is creating a high-performing government. But in maneuvering through these disruptive and unpredictable times, leaders who want to revolutionize government can't rely on conventional public-sector wisdom, and they can't afford to worry about where the good ideas come from.



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GOVERNMENT'S CRUCIAL EMPLOYER BRAND

This article originally appeared in the December 9, 2013 issue of *Governing.com*

By Patrick Ibarra

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Many state and local governments are hiring again, working to rebuild workforces depleted by the recession's layoffs and hiring freezes and to prepare for the coming wave of public-sector retirements. As they do so, they need to pay close attention to their "employer brand."

Many government officials and managers still may feel uncomfortable with the idea of government as a brand, reasoning that this term from the competitive world of business shouldn't apply to the public sector. But it should, and it does. In the business of applying knowledge to achieve results, which the public sector is most certainly all about, the fundamental difference separating an extraordinary organization from an ordinary one is the collective ability of its workforce.

So the savviest leaders are increasingly considering the benefits of pursuing a more focused approach to strengthening their jurisdiction's or agency's employer brand as a magnet to entice and retain talent.

The city of Fort Collins, Colo., is one jurisdiction that has pursued an active and targeted approach to building a strong employer brand. Job listings include succinct descriptions with easy access to more-detailed listings for each position. The application process is exclusively online. The hiring process is spelled out clearly. And the rewards of public service.

Here are some steps you can take to strengthen your government's or agency's employer brand:

- **Use social-media channels** -- Facebook and Twitter most prominently -- to promote your brand. More and more, agencies are utilizing images and well-produced videos to tell the agency's story and entice candidates. Images generate an emotional response and help job candidates make a stronger connection between their desires and an agency's purpose. All of these devices are best in the hands of creative types, not always found in abundance in the traditional IT department, so avoid adding this item to their never-ending project list.
- **Consider what your hiring process says about you.** A Web-based job-application process is the minimum threshold to be in the game today. Candidates from all walks of life want ease and convenience when applying for positions. And remember that timeliness is crucial when recruiting. While many public-sector agencies may require a series of written exams and performance tests; accelerating these often labor-intensive processes is vital for maintaining the interest of talented candidates.
- **Re-think your job announcements.** The world is teeming with smart, skilled, passionate people who are blue-chip prospects. These types of people won't be remotely interested in your organization if what you provide as a job announcement is the traditional boring list of qualifications and duties. Replace them with more of a social-marketing approach that sends this powerful message: Join our organization and be a part of something truly outstanding as you help make your mark.
- **Adopt a focused learning and development program.** Progressive organizations realize that in today's workplace, candidates and employees alike are seeking an employer who chooses to invest in developing their skills and capabilities as a strategy to elevate employee performance and improve organizational effectiveness. These organizations also understand that being recognized as an employer that invests in its workforce -- even during tough economic times -- is an important tool for attracting, retaining and developing talented people.



Governments that invest time, effort and energy toward building their employer brand are finding that the advantages are greater than they may have thought, giving them a "first-pick advantage." Moreover, by continually attracting the most promising people and then developing them, these organizations not only become higher-performing but also enhance their ability to continue to attract the best -- a self-renewal cycle.



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CAREER ★ BUILDER



By Patrick Ibarra
The Mejorado Group

The convergence of workforce trends impacting the landscape for public sector employment is unprecedented. The five major workforce trends that affect cities, towns, and their employees include:

1. The accelerated rate of public-sector retirements creating what is referred to as the "Silver Tsunami."
2. The lingering effects of the Great Recession on budgets allocated for salaries and wages, which have grown incrementally at most
3. According to recent research conducted of graduating college seniors, government received the most votes of their top three preferred industries for starting their careers.
4. There is an uptick in state and local government hiring
5. The disruption to the historical arrangement between employer and employee often referred to as "Life Time Employment" in which the employer provides stable employment, attractive benefits, and wages in exchange for an employee's effort and tenure. The impact of this trend has been experienced most acutely in the public sector as it concerns attracting and retaining top performers.

What do these trends mean for leaders of cities and towns who want to build their 21st-century workforce? Old models must be discarded in favor of progressive and practical strategies and tools to attract, retain, and optimize talent — especially as it relates to establishing a robust career management program for employees. It is critical to acknowledge that a number after a job title, for instance, Accountant II or Maintenance Worker 4, does not a career stop make, but is more often a compensation level.

Career development is not simply accumulating years of service or increasing one's technical proficiency, both of which are assumptions often made by the public sector in making decisions about employee advancement. The dimension receiving increasing attention for career advancement is the development of non-technical skills. These are often referred to as "soft" skills, when in fact they are the hardest skills for employees to acquire, and are essential to succeeding in supervisory and management positions.

Moreover, the concept of a career is transitioning from the traditional ladder of upward mobility, to more of a lattice where employees move in different directions. Today's employees might move up, sideways, or both — gaining essential skills and experiences to keep pace in today's quickly changing workplace.

Openings for upward mobility are just part of the equation for retaining your top performers. Many cities and towns in Texas have limited ability to promote employees due to a small workforce and infrequent job openings. Creating and implementing a forward-looking career management strategy for your city or town is essential to keeping your top performers. The components of this strategy might include:

Career Resource Center -

Institute a career counseling process for employees who are interested in advancement. Career counseling can help employees determine which skills to develop to prepare for future promotional opportunities. Career counseling might include a competency assessment and employee development plan with recommended training or courses. In addition, this could

be a precursor to an in-depth career path that would outline steps and competencies required for supervisory or management positions.

Small cities can partner with another city to co-create a Career Resource Center, or consult the Texas Workforce Commission for counsel and available resources

Learning Program - If not already in place, develop a series of learning courses that equip employees with the requisite leadership, management, and supervisory skills. Incorporate traditional topics such as managing employee feedback, business writing, communication skills, and delegation, as well as emerging topics like leading change, innovation, and performance management.

Mentoring - Establish a pool of employees who are willing to share their knowledge with others. A mentoring program is an easy and inexpensive way to effectively transfer tacit knowledge about city operations from senior to junior employees, as well as support employees who want to further their knowledge and skills for career advancement.

Growth - Your employees will position themselves for future opportunities not just by learning new skills and actively engaging in a mentoring partnership, but also by participating in a series of targeted employee development activities. For instance, rotating job assignments, "acting" roles, and shadowing are attractive to top performers who want to stretch themselves

Implementing these four components of a career management program will allow your employees to create a career path from any starting point. They can discover qualities about themselves, develop skills, find a mentor, and tackle new assignments.

Leaders who are intentional about ensuring the delivery of high-quality public services for their citizens will pay attention to workforce trends, and target their city's time, money, and effort in establishing a career management program for employees

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The Next Government Workforce

By Patrick Ibarra

Historically, government at all levels has relied on decent pay, generous benefits, and stable employment to attract workers. As a result of the economic downturn, each of these attractions has been significantly diminished, leaving public leaders scrambling.

Other factors are at work, from the political pressure to be leaner and more efficient to the expansion of interest in work-life balance programs to the explosion of social media. The sum of all these moving parts is that for government to build its 21st-century workforce, old models must be discarded in favor of "next practices" — contemporary, progressive, and practical strategies and tools to attract, retain, and optimize talent.

Here are four approaches government leaders should embrace or expand to translate the headwinds of disruptive change into a tailwind:

1. **Composition of the Workforce.**

As the economy continues to slowly improve — and with it, government revenue — there's a belief among some public managers that elected officials will be receptive to adding new govern-

ment jobs to the payroll. This is a fantasy. Of course, elected officials must be committed to meeting constituent expectations, but the political reality is that it won't be accomplished anytime soon by growing the public workforce. The question, then, is how those community needs will be met.

One method is through the provision of a "contingent workforce." Savvy leaders get that what they need is to challenge the conventional notion that government always needs an FTE — a full-time equivalent — to provide a service. Do you really need an FTE? Instead, how about sharing employees between government jurisdictions? How about your agency employing that planner three days a week and another jurisdiction using him or her for two days? Yes, you'll have to figure out arrangements about benefits, workers' comp and the like, but it can be done.

Another option is consolidating services with another jurisdiction. Procurement, information technology, and human resources services are likely candidates in this area. Consolidating emergency dispatching services among jurisdictions is one of the fastest growing national trends.

2. Recruitment and Selection. First off, this should not be just a human resources department function. Successful government leaders realize

This Management Insights column was originally published by Governing.com on October 24, 2012, at <http://www.governing.com/columns/mgmt-insights/col-building-nextgovernment-workforce.html>.

this and bring organizational horsepower to bear so that a shared and unified vision among all executives, managers, and supervisors guides the development of their workforce.

It's time to recognize that you're competing for talent. The best people today aren't simply looking for a job. They want meaning and impact, and government is all about having an impact on the quality of life for citizens. This should give the public sector an edge over the private sector. However, the traditional methods of building the government workforce — post an advertisement, administer an exam, create a hiring list, make an offer — aren't the best ways to recruit that kind of talent.

While you may have a hiring freeze in place and think recruitment of employees is something off in the distance, take this opportunity to refresh your repertoire of recruitment and selection practices. Redesign your agency's website so it features more curb appeal and includes a web-based application process. Feature testimonials from current employees about what a wonderful organization yours is and how the work is challenging. Modify promotion practices to factor in performance as much as seniority, because it's a myth that seniority translates to competence, just as it is a myth that technical proficiency translates to supervisory effectiveness. Wise leaders pivot from these tired old notions and adopt a more practical approach that reflects what they're really seeking from their workforce. Remember, hiring is like dating — you get what you look for.

Wellington, Florida, is one place that is using leading-edge tools to recruit

candidates who are highly compatible for its fast-paced, progressive workplace culture (<http://agency.governmentjobs.com/wellington/default.cfm>).

3. Social Media. If your agency doesn't have an active Facebook page, you're not even in the game for top talent. Active and relevant social media must be used to attract the caliber of talent you're seeking. And don't ask your IT department to create a Facebook page for your agency. Instead, invest in a marketing firm to assist your staff in crafting a social-media plan, one that includes Twitter and emerging digital tools, and that reflects tomorrow's trends, not today's. Another approach is the one taken by Gilbert, Arizona, which recently hired its first chief digital officer to help design and implement a digital strategy, with a special emphasis on using social media to strengthen Gilbert's brand as an employer.

While we're on the subject of social media, it's past time to retire the practice of not allowing your workers access to social-media sites at work. (It may be hard to believe, but there are some government agencies that don't allow employees to access their agency's own social-media sites. That is both astonishing and ridiculous.) Blocking access, supposedly as a deterrent to employees wasting work time, equates

to thinking that the paperless office we used to hear so much about will actually occur.

4. Developing and Training the Workforce. Isn't it counterproductive that when government budgets are reduced, one of the first areas to be cut is training? Some government leaders have fought successfully to sustain their budgets for workforce development, persuading policymakers that now is when it is most needed.

The latest trend has smaller government organizations pooling resources to bring in top-flight trainers, while webinars have become a staple of the professional development diet. Bismarck, North Dakota, has for the last several years used its "Bismarck University" to enlist "climbers" — employees who are on the way up — in a highly successful leadership-development program. Participants complete a comprehensive feedback assessment to establish a baseline for individual development and then attend a series of competency-based training workshops.

What all these "next practices" approaches have in common is a focus not on simply adding bodies to the government workforce but on making a transition to a workforce that is right for the times as they are now and as they will be. The old models just won't get you there.

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Talent Management: The Next Phase of Succession Planning

By Patrick Ibarra

Human resources in all sectors, in particular the public sector, are experiencing transformational change. Today's workplace is awash in a number of trends that include labels for the assorted workforce demographics, serious talk about pension reform, and how to reenergize organizational members—many of who have been personally impacted by a series of budget reductions. All the while there is increased public scrutiny about the evolving role of government, a slight thawing of the hiring freeze many agencies adopted as a way to cut costs, and the ever changing legal landscape, all of which combine as headwinds are confronting human resource professionals. These trends can be extremely disruptive by generating sufficient uncertainty to stall even the most seasoned HR veteran from moving forward.

While some in HR consider the confluence of these forces as an unnecessary disturbance to an otherwise effective system, others welcome the opportunity to transition towards the building of a workforce for the 21st century. Constructing such a workforce by public sector leaders who can translate the aforementioned headwinds into a tailwind will require the adoption of a contemporary approach to creating increased capacity while not necessarily adding workforce members. That approach is an integrated talent management program.

While the subject of succession planning has been the trend the last several years, this has transitioned to the practice of talent management, wherein organizational leaders are seeking a broader and more systemic approach to building workforce capacity. Achieving optimal performance is influenced more by preparing workforce members to handle present and future challenges and less by the past practice of simply adding more employees. While many government budgets are healthier than in the recent past, elected officials may be reluctant, based on the last few tumultuous years in relation, to institute reductions-in-force, furloughs and other related cost-cutting moves to support the addition of new positions. The adoption and implementation of a talent management program provides the opportunity for organizational leaders to improve organizational performance despite not adding to their workforce.



Human resource development evolved towards succession planning which, in turn, has transitioned into talent management. As depicted in the diagram, an integrated and systematic talent management program is comprised of eight segments, and each must be designed well, executed proficiently, woven seamlessly with the other segments and regularly monitored for potential variance. These eight segments comprise the equivalent of a "number of moving parts" and consequently, require synchronization. Effective and successful talent management programs often require the expertise and experience of external resources that are skilled as architects (design) and contractors (execution).

Successful approaches to each of the segments may include:

- **Recruiting:** The mechanics of recruiting include a contemporary sourcing strategy that features all social media platforms, an automated applicant tracking system, and use of social marketing techniques.
- **Selection:** Utilize a healthy mix of selection tools such as interview panels consisting of workforce members who will serve alongside the candidate hired, behavioral interviewing techniques, and appropriate use of pre-employment screening devices.
- **Training:** Requirement that every employee have an annual individual training and development plan (ITDP) he or she co-created with their respective manager. The components should include a combination of technical and non-technical activities. The focus of the ITDP must be based on both the mission and performance goals of the employer and the development and growth of job/position related competencies (i.e. communication, change acumen, managing employee performance).
- **Career Planning:** Human resources staff actively partners with occupations and professions within their agency to develop a series of sequential career planning steps, which may include a self-assessment. Job levels such as "maintenance worker II" or "accountant III" do not always constitute a career path as much as they indicate a compensation level.
- **Succession Planning:** Based on an assessment of the agency's workforce demographics, implement a succession planning program consisting of leadership and management learning activities intended to equip workforce members as potential candidates for position/job openings in the foreseeable future.
- **Performance Management:** A credible approach to managing employee performance is essential to an effective talent management program. Besides the importance of the actual instrument used, how well supervisors and managers are at navigating the performance discussion with their employees is equally as important.

- **Retention:** Targeted actions to retain workforce members who organizational leaders believe are high performers. Non-economic actions may include stretch assignments and work-life flexibility.
- **Qualified Work Supply/Demand Match:** Accessing federal- or state agency-produced research about the availability of qualified candidates, especially in the more technical fields. Research data obtained should be examined through the lens of what types of skills a particular agency is seeking, now and in the future. This is especially relevant to agencies in non-metropolitan areas where talent pools in certain occupations may be limited.

The following table outlines the various areas of focus necessary for the creation and adoption of an integrated talent management program and a recommended strategy for each of these areas:

The emergence of a well-designed and effectively executed talent management programs, are well underway. Increasingly organizational leaders are pivoting from past efforts to build their work-

force and instead embracing the comprehensive and systematic approach that talent management programs offer.

Patrick Ibarra, a former city manager and HR director, owns and operates an organizational improvement and efficiency consulting practice, The Mejorando Group (www.gettingbetterallthetime.com), and is one of the country's leading experts on optimizing the performance of public sector organizations. Mejorando is Spanish for "getting better all the time," and Ibarra's firm brings fresh thinking, innovation, and new ideas to help governmental organizations succeed in the 21st century. Ibarra is a noted author, speaker, blogger and educator who translates the headwinds leaders are facing into a tailwind with practical, impactful and sustainable results. For those seeking additional information, Ibarra can be reached, either by phone at (925) 518-0187, email at patrick@gettingbetterallthetime.com, www.facebook.com/mejorandogroup and www.twitter.com/mejorandogroup. —:N

Area of Focus for Integrated Talent Management Program	Recommended Strategy
Provide an overall vision of a completely integrated system including other human resources functions.	A unified approach outlining a cohesive series of talent management processes that are congruent with the organization's workplace culture.
Consider the context of the agency's mission and vision, as well as relevant organizational demographics and workforce characteristics.	An agency's mission and vision serve as the foundation of the integrated talent management approach, with a laser like focus on the composition—current and future—of the agency's workforce.
Prepare objectives for the talent management program.	Specific improvements will be provided to immediately strengthen each segment, such as establishing a robust leadership development program, implementing steps to accelerate the recruiting process, or creating a mentoring program for high-climbers.
Demonstrate the priority and phasing of each talent management segment to best advance the organization while leveraging time and resources for broadest impact.	Based on current practices, best practices and the design team's expertise, a sequenced set of actions to generate immediate dividends and long-term benefits are recommended. The cumulative result is a talent management program designed to become embedded in the culture.
Suggestions on what talent management functionality should be automated and how best to integrate that functionality with either existing IT systems or a new software system or others.	Certain sections of the talent management program will be strong contenders for an automated solution, such as performance management. Recommendations may include better utilization of existing technology capabilities or purchase of a separate system.
Ideas on what portions of the recommendations may be performed by in-house staff or may be better performed by a consultant.	Based on capabilities and capacity of existing staff related to operationalizing suggested talent management program, particular segments may be better performed by in-house staff while others better performed by an external resource.
Create success metrics that can be used during the implementation phase to measure progress.	A series of workforce analytics to monitor progress will be provided as a meaningful "dashboard."
Suggestions on an internal communications strategy	A range of in-person (i.e. group meetings) and electronic communication (i.e. email, intranet, and social media) tools and techniques will be recommended, including suggested timing and potential content.

HOW GOVERNMENTS CAN HOLD ON TO THEIR TOP PERFORMERS

This article originally appeared in the October 1, 2014 issue of *Governing.com* By Patrick Ibarra



meyorando group

As they work to build the workforces essential to executing their missions, government leaders need to recognize that they are competing with the private sector for talent as never before and that they face significant challenges in attracting and -- perhaps even more important -- retaining their best people.

Conventional wisdom says that employees will leave if they are dissatisfied but that money will make them stay. That greatly oversimplifies the issue. People stay in a job or leave it for a range of reasons. Top performers want to be well compensated, of course, but they are seeking other kinds of satisfaction, primarily related to their learning, growth and opportunities to make a positive difference.

That's one reason that the idea that high employee turnover is always bad and low turnover is always good should be discarded. In tracking turnover in your organization, you should take things a step further by measuring "regrettable" turnover -- departing employees who you would prefer to keep. Exit interviews are important, but you also should do "retention interviews." Meet with the employees you consider your "climbers" or "thoroughbreds" and ask them one question: "What more can we do as an organization to challenge you?"

Most likely you will discover that the following factors are the core of what these top performers are seeking:

Relationships: Gallup has conducted extensive research on employee engagement, and a key finding is this: "People go to work for organizations, but they leave their manager and supervisor." No single factor is more important than the relationship between an employee and his or her supervisor. If employees report that their managers' expectations are unclear or that their managers provide inadequate equipment, materials or other resources, watch out.

Characteristics of the organization: Creating a healthy workplace culture, one based on an inspirational set of organizational values that employees at all levels aspire to model, is essential for retaining top employees, as are management practices that emphasize shared decision-making. The workplace culture is instrumental for leveraging the best performers' initiative and participation.

Job design: High performers want and expect more than to simply complete the tasks that make up their job descriptions. They see their work responsibilities not merely as a job but as a role. When they perceive that they don't have the opportunities to do what they do best, they start to consider their next career stop.

Career development: Pay and benefits must be competitive, but awarding across-the-board pay raises to employees who do not perform well infuriates the top performers. Pay for performance may sound good in concept but in application is typically fraught with problems; distinguishing performance from one employee to another remains a challenge that needs to be overcome in government. But not all rewards are economic. Formal and informal employee-recognition efforts should focus on validating top performers for their contributions.

None of this is easy. But governmental organizations whose leaders are deliberate about retaining their best people -- those who have a passion for public service, are driven to have an impact and are relentless in their pursuit of professional growth -- are well positioned to chalk up victories in the talent wars.



gettingbetterallthetime.com



Patrick Ibarra is an "entrepreneur of Ideas" and architect of innovation who takes the headwinds governments are facing about the current climate of unprecedented changes and translates them into a tailwind with practical, tactical and impactful solutions that can be used immediately. A former city manager, Patrick owns and operates The Mejorando Group consulting practice (www.gettingbetterallthetime.com). Mejorando is Spanish for "getting better all the time" and Patrick's firm partners with governments helping them increase employee performance and organizational effectiveness by providing consultation, facilitation, and training. Ibarra is an author, speaker, blogger and educator who brings fresh thinking, innovation, and new ideas to help public sector organizations succeed in the 21st century.

For those who are interested in increasing your organization's performance, Mr. Ibarra can be reached at 925.518.0142 and/or patrick@gettingbetterallthetime.com and follow the Mejorando Group on Facebook and Twitter.



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By Patrick Ibarra

THERE IS
NO
BOX

**Uncertain Times Demand
R.A.P.I.D. Innovation**

icma.org/pm

**“Every act of creation is first
an act of destruction.”**

Conventional wisdom has been summarily discarded during these unprecedented times. Government leaders accustomed to relying on traditional tools—increasing taxes while cutting expenses, for example—to remedy temporary financial blips have experienced a sobering realization that the current climate in most places is not receptive to raising taxes. Plus, reducing expenses can stretch a dollar only so far.

Other solutions to address rising resident demands for services, including adding more members to the government workforce along with purchasing new and improved equipment, are relics from a bygone era.

How can government leaders counter such trends? First, we must arrive at the realization that outside-the-box thinking is not even an option because there is *no box!* This daunting but true proposition can unhinge even the most seasoned manager.

Government administrators must escape the gravitational pull of bureaucracy—the resynthesizing of past solutions to try to affect current and future problems. Although former options are not as readily available as they once were, using them would not generate nearly the impact it once did. Their influence has waned. The notion that the only way public services can be improved is by increasing the size of the workforce is a myth that must be overcome.

That belief assumes that every employee is working at an optimum level, which isn't the situation. Too much emphasis has been placed on well-written job descriptions as the primary predictor of employee effectiveness. Many factors influence employee

Remember that as much as inside-the-box thinking worked, it also became a straitjacket preventing the introduction of new ideas and potential new solutions.

productivity, including policies and procedures, management practices, performance measures, and organizational structures. When these are well synchronized, an organization's performance improves.

Change, Money, and Time

Government leaders must embrace the onset of rampant ambiguity and become fluent in change management. As Ben Franklin wrote in 1789, "in this world nothing can be said to be certain, except death and taxes." An ability by government leaders to stay focused on today's business while building tomorrow's business is essential to leading a community and a workforce effectively and to managing budgets prudently. If managers can execute this well, their communities will emerge from this financial crisis more successful and better prepared for whatever the future holds.

Money is not your agency's most precious resource today. Time is. Consider that some employees in your organization are working right now to generate reports that no one reads! When leaders redirect the time and efforts of employees to provide more value-added services, better outcomes will be realized.

What employees are spending their time on—providing which services to whom and at what level—should be the focus of your efforts to optimize resources. A stronger alignment between employee time and value-added services translates to a more effective organization, creating faster accrual of social capital needed to enrich the quality of life.

Financial resources ebb and flow, but paradoxically time stands still while moving more quickly than in the past. Organizational leaders who can, with a

laserlike focus, redirect the time of their workforce will ensure quality services are being provided.

Innovation Leaders

How can this be accomplished without the box used in the past? Remember that as much as inside-the-box thinking worked, it also became a straitjacket preventing the introduction of new ideas and potential new solutions. So, after rejecting the conventional wisdom that offered comfortable solutions and accepting the fact that ambiguity prevails, what should government leaders pursue to leverage these forces for change?

Great question! The optimal solution is "R.A.P.I.D. Innovation." R.A.P.I.D. arrives at the convergence of two emerging maxims. Playing it safe is no longer playing it smart, and old mental models won't work in today's times. Based on extensive research, I developed R.A.P.I.D., a bold, forward-thinking, powerful, practical, and productive mechanism designed to generate, identify, select, implement, and evaluate contemporary innovative solutions.

R.A.P.I.D. is an acronym for
Ramp up the idea generator.
Analyze the impact.
Prepare.
Implement.
Do it again.

R.A.P.I.D. features a five-step approach that organizational leaders can repeat over and over again. No additional funds are needed to purchase a software program because R.A.P.I.D. Innovation is essentially a fresh problem-solving

tool designed to generate immediate dividends all through the directed efforts of your workforce. Waiting for serendipity to occur with innovative solutions as the outcome is entirely too random and unreliable—and exceedingly risky in today's climate.

Instead, leaders need an approach that's sound and designed to produce innovative solutions intentionally, not by chance. Surveys have shown that most employee suggestion box programs rarely work, and, even with the best intentions, employee task forces convened to focus on innovation lose their energy after the initial launch. R.A.P.I.D. is designed to embed innovation within the very fabric of your organization—your workplace and your workforce.

The premise of R.A.P.I.D. is that the source for innovative ideas necessary to positively impact today's public policy issues confronting governments resides in the minds of existing elected and appointed officials along with members of the workforce. We must unlock the straitjacket and unleash leaders and their employees to engage in real talk about real change and introduce an innovative approach that disrupts the status quo thinking of the "we've always done it that way" refrain.

This is a refrain that is too often repeated inside government organizations everywhere. A R.A.P.I.D. approach is all about smart risk taking that is crucial to addressing today's extraordinary challenges.

Managers have an abundance of opportunities to make radical changes. To do so successfully, they need appropriate levels of courage and confidence that are fundamental to driving successful change as well as tools to help them.

Leaders today must be effective catalysts and translate the forces for change into better local government. They recognize that "doing things different and doing different things" is a prerequisite for innovating and creating a climate that can permeate the traditional risk-averse culture that limits the progressive thinking desperately needed today.

Innovative leaders realize that slashing budgets as a cutback measure is the equivalent of a person who decides to eat less. That person may lose weight, but without choosing foods carefully, that person's health won't necessarily improve. Innovators contend that traditional innovation gives way to duplication and makes an organization less distinctive. These leaders recognize their government organizations have a host of competitors in the service delivery business and so adopt a next-practice approach over the best-practice approach.

An innovator understands that an organization needs talented people more than talented people need an organization. Public service is about having a positive impact on the world around us, where every day matters. Skilled, passionate people don't simply want jobs; they want to work for causes. Local government is, at its core, a cause, and that cause forges an emotional connec-

tion with residents to enable government to improve quality of life.

Innovators foster a work environment so dynamic that most employees would be hard-pressed to find a similar environment somewhere else. Even though hiring freezes have become all too common, retaining top-flight talent is more crucial today than ever, especially when roles and responsibilities have expanded with little to no increase in compensation.

Innovative leaders think differently about the business of continuous improvement and invariably talk about it differently as well. Conversations are the oxygen of priorities, and if organizations truly want to adopt and *practice* more innovative approaches, they begin by inserting new words into daily discussions and steering people into new ways of thinking.

Finally, innovative leaders embrace originality as the litmus test for better

government and want employees to be idea entrepreneurs and to flourish in a work environment that provides them room to maneuver. Ultimately, innovators understand that we're limited only by our imaginations as we solve today's unprecedented challenges. **PM**



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He will be a workshop presenter on R.A.P.I.D. Innovation at ICMA's 2011 Annual Conference in Milwaukee, Wisconsin, September 18-21.



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Government Finance Review

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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FISCAL SUSTAINABILITY
The Long View



PHOTO: GETTY IMAGES

Turning Your Organization into a Talent Magnet

By Patrick Ibarra

Jurisdictions are increasingly pursuing a more focused approach to strengthening their employer brand, working to entice and retain talent.

The composition of today's workforce is changing dramatically, with seasoned, talented professionals leaving their jobs, taking significant amounts of institutional knowledge with them. Replacing that knowledge capital — especially the ability to solve problems, make decisions, exercise prudent judgment, and ensure that services and programs are executed in a timely and effective manner — is difficult. At the same time, the public sector's traditional ways of attracting and retaining top-flight talent are not always effective, and can be seen as antiquated by younger job seekers. As a result, jurisdictions are increasingly pursuing a more focused approach to strengthening their employer brand, working to entice and retain talent. The fundamental difference between ordinary and extraordinary organizations is the collective ability of their workforce.

Consider your organization's attributes. If you were to choose one that would have the greatest influence on recruiting efforts in today's competitive markets, what would it be? Do you know the population of candidates who would find that attribute attractive? Do you know how to appeal to them so they will consider working for your organization? Understanding the answers to these and related questions is a dividing line between organizations that are able to hire and keep great talent and those that cannot.

PHOTO: GETTY IMAGES

Branding is a buzzword today, but the business practice behind it isn't new. Many organizations are adopting what they call brand-building strategies, but often these are merely adopting new logos. This isn't even close. Essentially, brands influence perceptions in the mind of the public; they are living concepts that change with the organization's climate and culture. Externally, candidates perceive your employer brand as an indication of the type of employment experience they can expect. Internally, employees perceive your employer brand as how well you deliver on promises and how well they fit within your organizational culture. In short, your employer brand is your identity and reputation as an employer.

Branding is gaining so much attention today for many reasons, but one of the most important is the struggle of organizations that are losing seasoned employees to "brain drain" while also generating insufficient pools of qualified candidates. Organizations that have invested time, effort, and energy in developing their brand are finding that the advantage of building a reputation for cultivating talent is greater than they may have originally thought. In other words, these organizations are getting a "first-pick advantage" because they have the reputation for getting a "first-pick advantage." Organizations

that provide people with opportunities to learn and grow become talent magnets. By continually attracting the most promising candidates and developing them once they're hired, these organizations become higher-performing and, in turn, continue to attract the best — it's a self-renewing cycle that expands the capacity of the organization to tackle tougher and more demanding challenges.

THE EIGHT TOUCHSTONES

There are eight touchstones that influence an employer's brand: website and social media, hiring process, job announcements, new employee orientation, the first day at work, learning and development, career development, and organizational culture. Each of these is an organizational practice that, when well designed and implemented, strengthens an organization's brand. Working well independently and in combination with the others, each touchstone communicates a powerful message about your brand.

Website and Social Media. The organization's website should offer job seekers a comprehensive view of the organization and its culture in an attractive layout with easy navigation. The site should include testimonials from existing employees about why the organization is a great place to work. Use images and video, if possible, as they elicit stronger emotional responses than text alone and help candidates who are considering your organization connect their goals to the organization's mission. Organizations are using well-produced videos to tell their story and entice candidates. In fact, if you want a more appealing, modern-looking web-

site with high-quality multimedia (such as videos and podcasts), you should consider hiring a creative design firm to update your site.

Many employers still rely on traditional methods for attracting the attention of potential recruits (e.g., advertising in newspapers' print and online editions). But consider social media channels — notably Facebook and Twitter — to get noticed. A Facebook add-on application will automate the process of posting jobs listed on your organization's website onto its Facebook page. Target specific types of candidates by joining specialized Facebook groups; this allows the recruiters to engage directly with people who have the ideal skills. Use LinkedIn not only to promote your employer brand, but also to recruit potential employees — in fact, the site should be a significant part of the organization's recruitment strategy. LinkedIn profiles tend to include much more detailed work and educational histories than Facebook profiles.

Hiring Process. What does your hiring process say about you? First impressions are critical, and bad impressions during the hiring process lead to negative perceptions of your employer brand, which can drive your best candidates away. Having a web-based job application is important; candidates from all walks of life want ease and convenience when applying for positions. Timeliness is also crucial when recruiting. While many public-sector agencies require a series of written exams and performance tests as part of their hiring process, these often labor-intensive assessments need to be administered quickly if candidates are to remain interested.

Job Announcements. The world is teeming with smart, skilled, passionate people who are blue-chip prospects. However, these types of people won't be remotely interested in your organization if your posted job announcement is an utterly boring job description. Replace such announcements with more of a social marketing approach. Send a powerful message: *Join our organization and be a part of something truly outstanding as you make your mark!*

New Employee Orientation. Speaking of outdated practices, stop the monthly or quarterly new employee orientation programs in which the organization administrator shows up to offer some good tidings. These reflect good intentions but often generate little, if any, positive dividends. New employees size up their new surroundings quickly, well before the compulsory meeting with the top administrator, so whatever is expressed during that meeting will have minimal effect, if any, on shaping that employee's perspective. Bringing new employees on board is a process, not an event, comprising a series of planned activities to help ease them into the organization so they can quickly contribute at a high level. For instance, give new employees a tour of all the organization's departments, stopping in each one to meet other employees. This will help them get to know their coworkers and the functions of other departments. Too often, employees are "dropped in" to their own department and left to figure out the rest on their own. Is it any wonder that many employees lack the big-picture perspective so many leaders are looking for?

The First Day of Work. Nothing turns off new employees more than showing up for their first day of work and finding that no one is expecting them. It can send a disheartening message that they're not valued, and they may regret their decision in choosing to work for you. This kind of low morale right off the bat can quickly derail performance. Your organization's brand relies on that first day for the new employee to create the necessary traction for high performance and to ensure all the terrific comments expressed by the organization's hiring team about their employer are actually true. Beyond the basics of having the workspace prepared, business cards printed, e-mail accounts set up, uniforms available, and so on, your organization should assign buddies or mentors to show new employees the ropes, introduce them around, take them to lunch, and acquaint them with the workplace and their coworkers. The buddy or mentor doesn't have to be their immediate supervisor, but someone who will have the time, enthusiasm, approachability, and credibility to help the new employee become more familiar with their workplace, including articulating expectations about performance.

Equally vital for the new employee to contribute their talent quickly is crafting a customized work plan that outlines goals and objectives to be met within the first 30 days, 90 days, and six months. Creating a clear and compelling work plan will give new employees vision, which will lead them down the road to success.

Learning and Development. Progressive organizations realize that in today's workplace, candidates and employees alike are seeking (and

usually expecting) an employer that chooses to invest in developing their skills and capabilities as a strategy for elevating employee performance and improving organizational effectiveness. Again, the employer's reputation of being an organization that makes strategic decisions to invest in its own workforce, even through tough economic times, is important because it helps attract, retain, and develop talented people. Gone are the days when training was first on the chopping block when budgets tightened. Your organization should begin linking precious training dollars with the desires of those employees who are seriously interested and committed to improving their performance trajectory. It's time to discard the idea of training as a budget expense and lean toward viewing it as an investment in the future of both employees and the organization.

Career Development. Clear and well-defined career development plans are rare. A good example can often be found in public safety departments, which have a hierarchical structure predicated on command and rank and are thus well suited for employees who are interested in pursuing the next rung on the ladder. On the other hand, many other departments do not have a structure that lends itself to such clear career paths. Consequently, it is imperative, regardless of the organization's size, to create a process involving depart-

ment directors, human resource department staff members, and interested employees in co-creating a customized career development plan for those employees. Be careful not to assume classification levels are career paths — they aren't. Instead, they're tools for compensation purposes. While at a glance this process may seem particularly onerous, it will generate positive results that benefit both the employees who participate and the organization itself.

Organizational Culture. In addition to the formal mechanisms available for building an employer's brand, another factor is hugely influential — the organization's culture. Organizational culture consists of shared beliefs and values established by leaders and then communicated and reinforced, ultimately shaping employee perceptions, behaviors, and understanding. The classic example of a dysfunctional organizational culture is one in which leaders say one thing, but do another.

Making a conscious decision to strengthen an employer's brand has less to do with spending dollars and more to do with creating a strategic plan toward being a modern, credible, and principled organization.

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Government Finance Review

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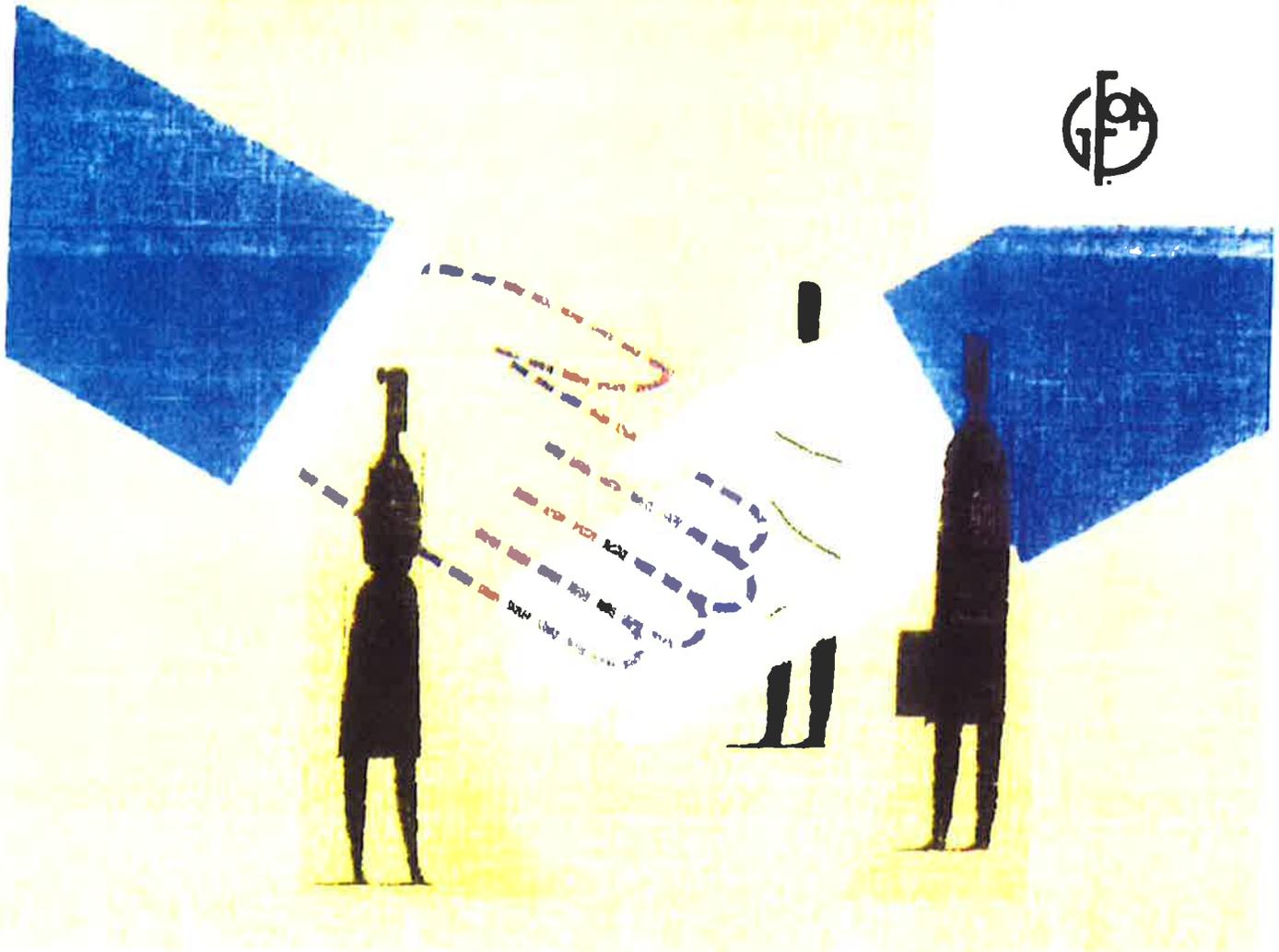
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RECRUITING AND RETAINING A+ PERFORMERS



BY PATRICK DRABO

One of the finance leader's roles is to shape the workforce in ways that allow governments to execute their missions and goals. In doing so, governments are competing with the private sector for talent as never before, and they face substantial challenges in attracting and retaining their best people.

The number of college students who want to join the public sector is low — 6 percent total, less than 4 percent of whom specified that they wanted to work in state and local government. State and local governments are therefore in some level of competition with the private sector (cited by 30 percent of those students as their employer of choice) for the best and brightest employees available.¹ All organizations want to attract, and keep, employees who will be top performers.

To do so, an employer should strive to promote its strengths and confirm its values, showing top talent that it is an employer of choice during both recession and boom times. “Next practices” can help — contemporary, progressive, and practical strategies and tools to attract, retain, and optimize talent.

One emerging trend is “branding” — in particular, an organization’s employer brand, or the way the employer is perceived both internally and externally as a place to work. Every organization has an employer value proposition (EVP), which communicates that image to target audiences and reinforces the reasons why talented people would want to stay with or join the organization. Part of the EVP is the spoken or unspoken exchange between employers and employees that define the relationship. In its simplest form, the exchange represents the money paid for performing a job. In its highest, most strategic incarnation, it’s the promise employers make to provide pay, benefits, career opportunities, and a supportive work environment in exchange for an employee’s discretionary effort to bring the organization’s mission, vision, and values to life.

As a result of changes in the workforce and thus the workplace, the EVP in all sectors has experienced a dramatic change away from the idea of a lifetime with one employer

and toward a different arrangement. Employees today often consider themselves as “knowledge free agents” who choose to stay with an employer so long as they are engaged in challenging and productive work.

The place to begin is at home — that is, making sure your existing top performers stay with you. Conventional wisdom says that employees will leave if they are disgruntled, but that giving them enough money will make them stay. That seriously overgeneralizes the matter. People stay in a job or leave it for a range of reasons. A-list employees want to be well compensated, of course, but they are also on the hunt for other kinds of satisfaction, primarily related to learning, growth, and opportunities for making a positive difference.

That’s one reason why high employee turnover isn’t always bad and low turnover isn’t always good. Therefore, it makes sense to start measuring “regrettable” turnover — the number of departing employees the jurisdiction would like to keep. Exit interviews are important, but “retention interviews” are just as useful. Meet with the employees considered to be the organization’s “climbers” or “thoroughbreds,” and ask them one question: “What more can we do as

an organization to make you feel satisfied and challenged?” The following factors will probably make up the core of what these top performers are seeking:

- **Relationships.** Gallup has conducted widespread research on employee engagement, and a significant finding is that people go to work for organizations, but they leave their manager and supervisor. No single issue is more important than the relationship between employees and their supervisors. If employees report that their managers’ expectations are unclear or that their managers provide insufficient equipment, materials, or other resources, watch out.
- **Characteristics of the Organization.** Building a healthy workplace culture — one that is based on an inspirational

Employers should strive to promote their strengths and confirm their values, showing top talent that it is an employer of choice during both recession and boom times.

set of organizational values that employees at all levels aspire to model — is essential for retaining top employees. So are management practices that emphasize shared decision making. Workplace culture is instrumental to the initiative and participation of top performers.

- **Job Design.** High performers want and expect to do more than finishing the tasks that comprise their job descriptions. They perceive their work responsibilities not merely as a job but as a *role*. When they realize that they don't have the opportunities to do what they do best, they start to consider their next career stop.
- **Career Development.** Openings for upward mobility are only a portion of the equation for retaining top performers. The investments organizations make in learning and

A-list employees want to be well compensated, of course, but they are also on the hunt for other kinds of satisfaction, primarily related to learning, growth, and opportunities for making a positive difference.

training, mentoring, and succession planning are also important. Rotating job assignments, "acting" roles, and job shadowing provide attractive opportunities for top performers who want to stretch themselves.

- **Compensation.** Pay and benefits must be competitive, but awarding across-the-board pay raises to employees who do not perform well infuriates the top performers. Pay for performance may sound good in concept, but the applica-

tion is typically fraught with problems. Distinguishing performance from one employee to another remains a challenge that needs to be overcome in government. But not all rewards are economic. Formal and informal employee-recognition efforts should focus on validating top performers for their contributions.



The next step is to bring in new employees who are as good as your current A-listers. The marketplace for talent is competitive, so the best recruiting efforts are proactive, dynamic, and capable of engaging candidates. The challenge for public-sector organizations is to manage what comes to mind when prospective candidates think of government as an employer. Job candidates have a certain experience when they research the organization and apply for jobs — good, bad, or indifferent. This experience influences their decisions about whether to apply, accept a job offer, or look somewhere else. What exactly do candidates experience when they interact with your government as an employer? Do all departments use the same processes? Do candidates get a sense of what sets the organization apart from other potential employers?

Many organizations see the recruiting process as a transaction, and the most talented employees do not want to feel like part of a transaction. Instead, employers should try to build a relationship with candidates, starting with the value the organization is offering them. Ultimately, candidates want to understand the value proposition associated with working for this employer. Make sure applicants know:

- What they will gain by working for the jurisdiction.
- What the culture is like.
- What the organization's mission entails

RECRUITING BEST PRACTICES

The following is a series of suggested "next practices" that public-sector finance leaders should consider as they take a more progressive approach to recruiting top performers.

Use Social Media. Social media channels, notably Facebook and Twitter, are the most powerful medium for communicating an employer's brand. Consider using a Facebook add-on application to automatically post any jobs listed on the jurisdiction's website onto its Facebook page. Join Facebook groups in order to target specific types of people and engage directly with potential applicants. The organization should use LinkedIn to promote its employer brand and as part of the recruitment strategy. LinkedIn profiles are useful because they often have much better histories than Facebook profiles.

Communicate the Work Culture. The jurisdiction's website should offer job seekers a comprehensive view of the organization and its culture in an easy-to-view format. Use images, too — video, if possible — in order to generate a stronger, more emotional response and help candidates who are considering your agency make a stronger connection between their desires and your agency's purpose. More and more, governments are using well-produced videos to tell their story and entice candidates. Some organizations also choose to hire a creative design firm to update their websites, as the skills needed for projecting a first-class image are not in the repertoire of most IT technicians.

Make Use of Testimonials. In the same vein, include testimonials from current employees about what they enjoy most about working for the jurisdiction on the website and all materials; they relay powerful messages about the job or role and about the work environment. Progress in this area will set your organization apart from other government employers.



Make Open Positions Easy to Find. The jurisdiction should have a job opportunities or careers section on its website's home page. Each department should list openings, describe the hiring process, provide an FAQ listing, and outline the challenges and satisfaction employees can expect from working in that particular department. This type of message makes a powerful impression on potential candidates.

Make a Good First Impression. Carefully consider what the organization's hiring process says about it. As in other aspects of life, first impressions are critical. Bad impressions during the hiring process lead to negative perceptions of the government's employment brand and can drive away the best candidates. Candidates who are accustomed to private-sector hiring practices see a web-based job application process as something of a minimum requirement. Timeliness is another issue. Public-sector employers often require a series of written exams and performance tests as part of their hiring process, but keeping the interest of talented candidates means getting through labor-intensive processes relatively quickly.

Pep Up Your Job Announcement.

The world is teeming with smart, skilled, passionate people who are blue-chip prospects — none of whom will be particularly interested in an organization that provides an utterly boring job announcement. Many organizations have had success with more of a social marketing approach that appeals to people of all generations and offers a powerful message: Join this organization and be a part of something truly outstanding as you help make your mark.

Consider Candidates with No Government Experience.

Before recruiting, review the organization's existing minimum qualifications — specifically, the level of government experience required. Many candidates have extensive experience, strong credentials, and all or most of the desired skills, but no work history in government. Why not look at them?

Building a healthy workplace culture — one that is based on an inspirational set of organizational values that employees at all levels aspire to model — is essential for recruiting top employees.

Source: Ibarra

All governments want to recruit and retain the best and brightest employees. It makes sense to reconsider your organization's hiring and retention practices to support this goal.

Note

1. Federal Leaders Face Challenges Attracting Top College Graduates to Government Service, issue brief, Partnership for Public Service and the National Association of Colleges and Employers, February 2012.

PATRICK IBARRA, a former city manager, owns and operates an organizational effectiveness consulting practice, The Mejorado Group (www.gettingbetterallthetime.com), and is a leading expert on optimizing the performance of public-sector organizations. Ibarra can be reached by phone at 925-518-0187 or by e-mail at patrick@gettingbetterallthetime.com.



**City of Lamesa
&
Lamesa Economic Development Corporation**



**Proposal for
Strategic Plan**

Johnson & Associates

• 8308 Tecumseh Drive • Austin, TX 78753-5745 •
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www.JAToday.com • Johnson@JAToday.com • SOVassallo@gmail.com

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Johnson & Associates

***Providing Long Term Solutions
for
Short Term Challenges!***



Johnson & Associates

February 4, 2016

Ms. Shawna Burkhart, City Manager
City of Lamesa
601 S. 1st Street
Lamesa, TX 79331

Dear Ms. Burkhart:

Johnson & Associates is a full-service community and economic development firm with many years of experience in assisting communities achieve their goals! We understand the City of Lamesa and the Lamesa Economic Development Corporation are ready to begin a Strategic Plan with TEETH. Our knowledge of community development is based on over thirty years of hands-on experience, not just textbook training or theory. Because of our experience, we know the right questions to ask and the right action to suggest as you move forward.

We are pleased to submit our proposal in PDF format. We hope you will contact our references or call us with any questions you may have. We look forward to working with you and the EDC as you begin your journey to greatness.

Warm Regards,

Susan Long
President & CEO
Johnson & Associates

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General Information

Firm Name

Johnson and Associates

Address and Phone Number

8308 Tecumseh Drive
Austin, TX 78753-5745
512.339.9000

Date Firm Established

August 13, 1986

Type of Ownership

Sole Proprietorship

Name of Principal and Title

Chloe R. Johnson, Founder

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Key Personnel/Project Team

Johnson & Associates (J&A) is a highly regarded and dependable community and economic development firm. J&A is the model of Community Economic Development Consulting Firms; we set the standard and watch others follow our lead.

*J&A ... Exceeding Expectations in
Community Economic Development Since 1986!*

Chloe Johnson, CEcD, CPC
Founder

Chloe R. Johnson is a Certified Economic Developer (CEcD) with experience in management of local chambers of commerce, statewide industrial development programs, and small business. She maintains memberships in the International Economic Development Council, Southern Economic Development Council, Texas Economic Development Council and the Texas Chamber of Commerce Executives.

Chloe is also a Certified Personnel Consultant (CPC) and is a member of the Texas Association of Personnel Consultants.

Mrs. Johnson has been Executive Director for the Chambers of Commerce in the Texas cities of Quitman, Waxahachie and Grand Prairie and has served as a consultant in the Industrial Locations Division of the Texas Economic Development Commission, now known as The Governor's Office, Economic Development and Tourism. She has assisted prospects in locating suitable sites and has coordinated start-up training for employees and trained community leaders to serve on economic development sales teams.

Currently she works with community leaders in building consensus through the use of our Team Talk program. In addition, she conducts executive searches for cities, counties, ports, associations, convention and visitor's bureaus, law enforcement, electric cooperatives, chambers of commerce and economic development organizations, as well as facilitating community economic development seminars.

Ms. Johnson has taught at both the Economic Development Course through Texas A&M Engineering Extension Service and the Community Development Institute at the University of Central Arkansas and Lone Star College.

Ms. Johnson participates on the Goodwill Industries Business Advisory Council and is a graduate of Leadership Texas.

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Key Personnel/Project Team

Steve Vassallo, CEcD, EDFP

Economic Development Specialist/International Business Development

Steve has 28 years of "hands-on" Economic Development experience in all aspects of Economic Development, including many international forums. He has been written about various times in publications, including The Wall Street Journal; The Dallas Business Journal; The Mississippi Business Journal; and The Economic Development Review. He has won five national searches, including the states of KY, MS, TX, CO, and LA. He opened the McKinney, TX, Economic Development office in the fall of 1993. Two years later, it was voted the "Best ED Program in Texas" by his peers for communities of comparable size.

Steve has recruited companies of all sizes throughout the world and has successfully completed projects in the following countries: Sweden; Norway; Holland; Japan; Taiwan; China; Italy; Canada; Mexico; and The Galápagos Islands. He served as President of the Scandinavian American Economic Development Alliance for seven years. In 2000, he was named to an Economic Advisory Board in northern Sweden. He is currently conducting his unique brand of Strategic Planning as well as being the International Business Consultant for Johnson & Associates, based in Austin, TX.

Steve's record of return engagements with his clients is most impressive. He enjoys exceeding expectations.

Education & Certifications

Steve Vassallo holds both major certifications in Economic Development, the CEcD and the EDFP. The first is via the International Economic Development Council and the latter through the National Development Council. Only 1% of the Economic Development practitioners hold both of these prestigious recognitions.

In addition, Steve is a graduate of the Economic Development Institute at the University of Oklahoma. He also holds an undergraduate degree in Business from the University of Mississippi, where he received an academic scholarship.

Personal Life & Causes

He and his wife, Rosie, are members of The First Presbyterian Church in Oxford, MS, where they reside. Steve is an avid follower of sports, and he and Rosie have demonstrated over a lifetime their care and concern for canines. "We practice what we preach. Our pooches are an important part of who we are, and I hope our love and respect for all animals has been a positive influence throughout our lives," added Steve.

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Susan Long, CPBA
President & Chief Executive Officer

Susan wears many hats at Johnson & Associates. Susan began her career with J&A at its inception in 1986. She returned in 2005 as the Communications Coordinator. Ms. Long is now the President and Chief Executive Officer of Johnson and Associates and oversees the Galveston County operations division.

Susan will assist in the preparation of documents for your Strategic Plan, as well as assisting Steve as needed. She takes special care in ensuring that clients are confident that achieving their goals are the foremost priority at Johnson & Associates.

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Scope of Work

City Strategic Plan Cost \$ 15,000.00

Logistics:

Two weeks on site followed by a return trip to present findings via a Strategic Planning Retreat. Following fieldwork, a formal report will be issued.

Deliverables:

Strategic Plan that includes a vision statement, goals, objectives, and actions with prioritization (divided into Policy Agenda for City Council and a Management Agenda for City staff) culminating in a list of Major Projects to be focused on in the next year, three years and five years.

EDC Strategic Plan Cost \$ 25,000.00

Logistics:

Two weeks on site followed by a return trip to present findings via a Strategic Planning Retreat. Following fieldwork, a formal report will be issued.

Deliverables: Five year Strategic Plan including Recommendations for Economic Development growth and a current assessment/evaluation of Lamesa's economy and opportunities for future jobs and investments.

Included within the scope of work will also be the following:

Evaluation of competitive communities
Targeted Industries
Retail/commercial analysis
Focus groups involving key stakeholders
Current Economic Development Trends for the region and state
Potential for Foreign Direct Investment
Existing Industry Analysis
Infrastructure Overview
Analysis of Existing Allies as well as Opportunities for Additional Alliances

Specific Requests by the Mayor; City Manager; Council; and Economic Development Board Members to include Tourism; Business Recruitment and Marketing; Role of the EDC; Workforce Development roles; Grant/Loan Provider analysis; Business Retention & Expansion program; small business/entrepreneurial development; and Housing development.

Strategic Planning process to be performed by Steve Vassallo, CECD/ EDFP, Johnson & Associates.

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Fees and Billing

The anticipated cost to accomplish all elements of your Strategic Plan are:

**Comprehensive Plan -
\$40,000 or City Portion - \$ 15,000 - EDC Portion - \$25,000**

This is a turnkey number which includes all travel costs, staff expenses and formal reports.

Time Line

Initially, J&A would conduct preliminary research consisting of a two week time-line prior to visiting Lamesa. This would encompass gathering prior reports, understanding the historical economic fabric of the community, determining the trends impacting the economic future of the region, and conducting an analysis of key economic development programs that comprise the primary competition in west Texas.

Once we have completed the preliminary research, J&A would schedule its initial visit to Lamesa to meet with the primary stakeholders including the leading employers. The purpose of this visit (approximately two weeks) would be to establish the critical components of the Strategic Plan and to develop a realistic timeline for implementation and fulfillment.

Upon the successful completion of our meetings within your community, J&A would take an additional two weeks in the development of the formal Strategic Plan. This component would include all recommendations with specific guidelines as to how to accomplish with associated costs.

The final stage of the process would consist of a return trip to Lamesa in which the formal plan would be presented to the entire community. J&A will outline in detail all of the goals and objectives to be anticipated with specifics associated with each.

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Why Choose J&A?

Johnson & Associates does what we say we'll do. Our behavioral practices are above reproach, we are highly ethical and we expect our clients to hold us accountable.

A satisfied client is paramount to our success. If you choose J&A to facilitate your Strategic Plan, our commitment is this..."The Project does not conclude until you, our client, is 100% satisfied." Based upon our track record, we can make this commitment with a high degree of certainty.

The following is a small part of what our clients have said:

I have known Steve Vassallo for over 40 years. He is a man that gets things done and does it in a first class way. I have met Presidents, congressmen, and judges and many important people during my travels as a professional basketball player and coach. Without any question I'm lucky to call Steve my friend but more than that, a man with vision and one that finds the right solution to the problem!!!!!!

Johnny Neumann
Ole Miss All American 1971
#14 Go Rebels

Over the years, Steve Vassallo proved a valuable asset in Madison's economic development by thinking outside the box to create unique business opportunities for the city. Through Steve's diligence, the city and Tulane University created a partnership that resulted in the university's establishment of a branch campus here that grows in programs and enrollment annually. Steve worked tirelessly to promote the city and to develop contacts and businesses that Madison has continued to build upon as a premier city in Mississippi.

Mary Hawkins Butler,
Mayor, City of Madison, Mississippi

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Steve Vassallo, economic development consultant for the City of Cuero for three years in the last ten years, is stellar in his performance of his job. He is attentive to details, enthusiastic about his challenges, and pragmatic as a problem solver. He gathered the business owners together and from them extracted information which helped the business community of Cuero move forward to provide a better shopping experience for local residents as well as travelers. In addition he provided the local government officials with tools to improve their relationship with the larger industries in town as well as realize the importance of 'quality of life' projects for Council to undertake. He remains a good friend of the community and one to whom we can turn to if need be.

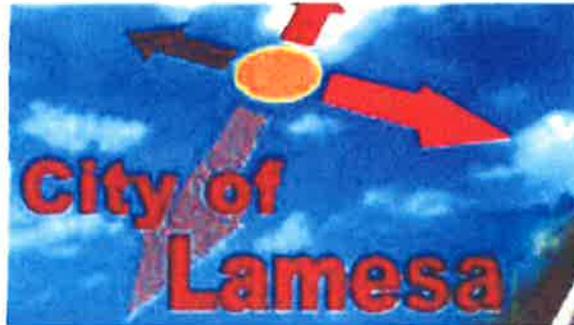
Sara Post Meyer,
Mayor, City of Cuero
mayor@cityofcuero.com

If one could harness, contain and package the creative energy produced by Steve Vassallo, dynamic economic development planning could be had by every community. Alas, such is not possible. We can, however, contact Johnson & Associates and schedule time sufficient for Steve to work his magic with our community. It is a pleasure to endorse the unique gifts with which Steve Vassallo has been blessed. His greatest talent is the ability to show people he works with how to see beyond the horizon of safe expectations and to discover new worlds of growth and prosperity.

Gordon Crow, Foundation Director
Avera Marshall Regional Medical Center

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City of Lamesa Business Goals:

- Sustainable wealth creation/economic growth
- Industry diversification
- Reallocation of existing labor force skillsets

City of Lamesa Business Challenges:

- Historic economic dependency on agriculture (e.g. cotton, grain)
- Skewed labor wages due to nearby oil field
- Disappearing tax base & distance to major markets

City of Lamesa Business Needs

- A process to create a better understanding of business community
- A strategy to position Lamesa for attainable future industry opportunities
- A way to leverage City of Lamesa culture/historical assets

Investment 1 (City's Strategic Plan) investment (extra expenses included) is \$12,740

Investment 2 (LEDC/LEAP Strategic Plan) investment (extra expenses included) is \$9,540

Investment for both projects is: \$21,000

Currently, the City of Huntsville is implementing a similar process (City's Strategic Plan) with Brunel Group. The City Manager, Matt Benoit, is open for a conversation on current process & results. His phone number is 936-291-5401.

Brunel Group is grateful, proud, and excited to be included in your decision process to help facilitate and guide the City of Lamesa's Mayor, Council and staff through a Strategic Planning Process designed to provide each entity with process and direction in the form of a concrete and measurable set of deliverables. The same Brunel Group recommended process could be leveraged for both the City's Strategic Plan and the LEDC/LEAP Strategic Plan

1) How would Brunel Group work with The City of Lamesa Council & Staff?

The way this project will be received is all based on how it will be perceived. This strategy project must be seen as a wand for the Council...not a whip. We will work-*with*-you with to assess, adjust, and affirm the Council team as we co-create the Council's strategic plan.

2) What does strategic thinking & planning mean at Brunel Group?

The Merriam-Webster Dictionary describe strategic planning as "The act or process of making or carrying out plans; specifically: the establishment of goals, policies and procedures for a social or economic unit."

Strategic thinking & planning at the Brunel Group is described as the heightened sensitivity to a short-term behavior having a long-term consequence.

3) What kind of clients does Brunel Group work with?

We work with corporate, state & local, and non-profit organization. We like clients that are smart and fun. Current 2016 notable Brunel Group clients are Southwest Airlines, City of Huntsville, City of Allen, City of Grapevine, City of Bryan, City of Highland Village, City of Hurst, State of Nevada, and Elmer's Products.

4) What experience and expertise does the Brunel Group have with assisting local governments, non-profit governing bodies or any other large board with Strategic Planning?

Brunel Group is headed by Marcel Brunel

A former US Army Airborne Ranger, Marcel Brunel has spent the last 21 years working with State & Local Governments and Fortune 500 companies helping them with their performance development (skills & strategies). In 2015 Marcel conducted IQ & EQ working sessions with the City of Allen, City of Hurst, City of Grapevine, City of Huntsville, and the City of Highland Village. He has worked with organizations in over 9 countries spread over 5 continents. He has influenced more than 10,000 important people doing important work during his tenure in the performance optimization industry.

Recognized for his ability to help teams become more outcome and people focused, Marcel's ability to co-create a "working differently/working together" culture of high-performance and flexibility, capable of sustaining success in rapidly changing environments, has made him an invaluable asset to those who have partnered with him.

Father of three, Marcel has been married to his wife Susie for over 20 years. He serves as an advisor to the Dallas Lighthouse for the Blind and is the past Chairman. He is a current board member with Literacy Instructions For Texas (LIFT). He has a bachelor's degree in psychology from Texas A&M University. Additionally, he is certified as a mediator by the Texas Association of Mediators.

Marcel is the founder and president of Brunel Group headquartered out of Dallas, Texas.



Below is a sample Strategic Plan template that will be leveraged and facilitated by the Brunel Group. This strategic process can be leveraged for both the creation of the City's Strategic Plan and the LEDC/LEAP Strategic Plan:

We first will start with "current state and indicators". Indicators are the evidence that your current state is not ideal.

- 1) We will then move to Goals/Future State (Where). A goal is a statement of intent of the long-term direction for the City of Lamesa. A goal is not measureable, nor tied to time.
- 2) We then will translate the Goals into Objectives (What). An Objective is a detailed description of a valuable and measureable output that is achievable within 30, 60, 90 days. It benchmarks one result on the way to achieving a long-term goal.

- 3) We then will link the stated Objectives to specific Strategies (How). A strategy describes the approach, the method, or the process applied by the Lamesa Council or leveraged resource to ensure that the measureable result in the Objective is achieved.
- 4) We then link the Strategies to the most optimal Resources (Who). Resources are organizations or individuals whose information, insight, or influence can be leveraged to implement a Strategy.
- 5) We then align the Resources with practical and doable Tactics (When). A tactic is an activity by the Council or staff that supports a Strategy and the Resources needed to help implement the Strategy. Each Tactic/action step can be entered at a specific date and time in the Council or staff's daily calendar.

Below is a description for one of Brunel Group's most effective Strategic Planning facilitation exercise and why it is very effective.

The exercise begins by writing on a flip chart what is in blue below:

Equation for Performance:

(Skills + Knowledge) x (Effort + Strategy) = Goals/Objectives

Then you share with the colleagues in the room that in order for us to make the Strategy work we must have the correct Skills, Knowledge, and Effort as well.

Skill, Knowledge, Effort, and Strategy are the only things individuals on the Council (or any team) can control.

Then we give the example of a person who is a 5 in Skills x 10 in Knowledge x 10 in Effort x 10 in Strategy will get you a certain set of good results. What if though the person was a 10 in Skills, Effort and Strategy but had a 0 in Knowledge...anything times 0 equals 0. So you can have the most practical and doable strategy and lack the correct Effort, Skill, or Knowledge to see it through.

This is a very effective facilitation exercise because it helps everyone see how some teams spend too much people, time, and money resources all focused on the strategy piece and fail to see that strategy is the "what we will do" and skill is the "how we will do it". It is like a train track...you need skill as one track and strategy as the other. $10 \times 10 \times 10 \times 5 = 5,000$ & $10 \times 10 \times 10 \times 10 = 10,000$...one small change in perception can give a large boost in performance.

Sometimes when you implement a strategic plan the end product is viewed by some as “pie-in-the-sky” and unattainable. We must do our best work on the front end of this project to ensure the Council and staff does not perceive the process/strategy as a waste of time or energy. Everyone involved must be clear as to “why us?” “why this?” and “why now?”.

Brunel Group’s Top 10 Reasons why Strategic Plans are not attained:

- 1) Because the plan is seen by team members as too long, too big, or too hard.
- 2) Because plans are goals and the goals we set are bigger than us at the time we set them meaning we have to grow into the goals in order to achieve them. “Grow up” moments must be expected along the journey.
- 3) Because sometimes on a team in order to implement the plan some team members need to unfold the arms on their brain in order to listen well.
- 4) Because most plans don’t have a process built in midway through to re-commit, re-inspire, and re-connect the team back to the plan.
- 5) Because people forget that “I can” (Effort) is more important than IQ (Knowledge) when implementing a plan. You can’t boss “want to”.
- 6) Because the easiest things to do on the plan are also the easiest things not to do on the plan.
- 7) Because implementing a plan requires hands-off management as much as possible and a hands-on management as much as necessary.
- 8) Because when a plan is not getting implemented people put down their mirrors and pick up their microscopes and start blaming others.
- 9) Because everything looks good on paper until people get involved.
- 10) Because “The Law of Diminishing Intent” holds that the more time that passes after you have set a goal, the less likely you are to breathe life into it.

Currently, the City of Allen, Texas is working with Brunel Group on similar skills & strategies with the City Council and city staff. Shelli Siemer, the City Manager, is open for a conversation on their current process & results. Her phone number is 214-509-4112.

Brunel Group Recommendation

- 1) Begin both projects by implementing an assessment called Lumina Spark with Council & staff/LEDC/LEAP. The Lumina Spark assessment allows us to immediately figure out who is naturally good at planning out the goals and objectives (big picture & inspiration thinking) for the specific strategy and who is naturally good at creating and implementing the tactical day-to-day action items (discipline driven & outcome focused). This assessment allows City of Lamesa colleagues to become more of what they naturally are. Lumina Spark assessments have been budgeted for 10 department heads, 7 City Council colleagues (to include the Mayor) and 7 LEDC/LEAP colleagues. The assessment takes 20-25 minutes to complete and each team member receives back a beyond the obvious “awareness assessment” PDF all about himself or herself. Again, the results from the assessment will allow us to properly leverage each persons top traits and share some blind spots that could be causing some blind behaviors when it comes to people working together.**

- 2) Invest one full day in March or April 2016 working through the already mentioned Brunel Group Strategic Plan with the City of Lamesa Council & city staff. Let’s all promise that this one-day is practical, intuitive, and enjoyable. Marcel Brunel facilitates the one-day working strategy session.**

- 3) Schedule monthly “assess progress/update the plan” meetings to work through where we are and how we are doing implementing the plan. Each meeting will take the approach of “be brief”, “be bright”, “be gone”. We are all about the task not the time. This approach assumes we speak 1 time per month for 9 months (March-December 2016).**

The investment for Brunel Group to provide the City’s Strategic Plan is \$12,740. The investment for Brunel Group to provide the LEDC/LEAP Strategic plan is \$10,540. Brunel Group agrees to implement the combined projects for an investment of \$21,000. The above tasks (1-3) will be accomplished within the \$21,000 budget to include all expenses. Brunel Group will absorb any additional costs over \$21,000.

Why would Brunel Group absorb all expenses and discount this project? We are eager to work with the City of Lamesa do not want money to stand in the way of people working together. Marcel could work in Lima, Peru or in Lamesa, Texas. He wants to work with the key players of Lamesa, Texas. For me, there is something very awesome and intangible about living & working in Texas.

Let’s begin with the above items 1,2 and 3. Let’s do only the things we see that are smart, right and aligned to the city’s business goals, challenges and needs.



Agreement/Acceptance

Agreed to and accepted by the City of Lamesa:

Authorized Signature

Print Name

Title

Date

Agreed to and accepted by Brunel Group:

Authorized Signature

Print Name

Title

Date

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 12

SUBJECT: 2016 GENERAL ELECTION
PROCEEDING: Ordinance, second reading
SUBMITTED BY: City Secretary
EXHIBIT: Ordinance
AUTHORITY: State Law; Texas Election Code; Section 2.051, 2.052, and 2.053

SUMMARY STATEMENT

Consider passing an ordinance on second reading declaring the unopposed candidate for the 2016 City of Lamesa General Election to be held on May 7, 2016, elected to office of Mayor and canceling the 2016 General Election.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider passing an ordinance on second reading declaring the unopposed candidate for the 2016 City of Lamesa General Election to be held on May 7, 2016, elected to office of Mayor and canceling the 2016 General Election. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

The Texas Election Code allows the City Council to cancel its election where the candidate for office is unopposed. Enclosed is a certification from the City Secretary certifying that the candidate for Mayor was unopposed for the May 7th City election. You have the option to pass an ordinance declaring the candidates elected to office. If you do so, they will take office in May. The time has also passed for the filing of write-in candidates. **Recommend approval.**

ORDINANCE NO.: _____

AN ORDINANCE DECLARING THE UNOPPOSED CANDIDATE IN THE MAY 7, 2016, GENERAL CITY ELECTION FOR MAYOR ELECTED TO OFFICE; CANCELING THE ELECTION FOR CITY COUNCIL MAYOR; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, a general city election was called for May 7, 2016, for the purpose of electing a Mayor to the City Council; and

WHEREAS, the City Secretary has certified in writing that there is no proposition on the ballot, that no person has made a declaration of write-in candidacy, and that the candidate on the ballot is unopposed for election to office; and

WHEREAS, under these circumstances, Subchapter C, Chapter 2, of the Texas Election Code authorizes the City Council to declare the candidate elected to office and cancel the election,

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

Section 1. The following candidate, who is unopposed in the May 7, 2016, general city election, is hereby declared elected to the office of Mayor, and shall be issued a certificate of election following the time the election results would have been canvassed:

Mayor: Josh Stevens

Section 2. The May 7, 2016, general city election for Mayor is hereby canceled, and the City Secretary is directed to cause a copy of this ordinance to be posted on election day at each polling place that would have been used in the general election.

Section 3. It is declared the intent of the City Council that the phrases, clauses, sentences, paragraphs, and sections of this ordinance are severable, and if any phrase, clause, sentence paragraph, or section of this ordinance is declared invalid by the judgment or decree of a court of competent jurisdiction, the invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance since the city council would have enacted them without the invalid portion.

Section 4. This ordinance shall take effect upon its final passage, and it is so ordained.

Upon being put to a vote the foregoing ordinance was Passed on First Reading on the 15th day of March, 2016, by a majority vote; and then on the 19th day of April, 2016, there came on and was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act; there being a quorum present and acting throughout the meeting, the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on Second and Final Reading and Adopted the 19th day of April, 2016, by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas, and recorded in the ordinance book thereafter.

ATTEST:

APPROVED:

Norma Garcia
City Secretary

Dave Nix
Mayor

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 13

SUBJECT: SPECIAL ELECTION
PROCEEDING: Ordinance, Second Reading
SUBMITTED BY: City Secretary
EXHIBITS: Ordinance
AUTHORITY: State Law; Texas Election Code; Section 2.051, 2.052, and 2.053

SUMMARY STATEMENT

Consider passing an ordinance on second reading declaring the unopposed candidate for the 2016 City of Lamesa Special Election for City Council Member District 1, to be held on May 7, 2016, elected to office and canceling the 2016 Special Election.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider passing an ordinance on second reading declaring the unopposed candidate for the 2016 City of Lamesa Special Election for City Council Member District 1, to be held on May 7, 2016, elected to office and canceling the 2016 Special Election.
Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

The Texas Election Code allows the City Council to cancel its election where the candidate for office is unopposed. Enclosed is a certification from the City Secretary certifying that the candidate for Mayor was unopposed for the May 7th City election. You have the option to pass an ordinance declaring the candidates elected to office. If you do so, they will take office in May. The time has also passed for the filing of write-in candidates. **Recommend approval.**

ORDINANCE NO.: _____

AN ORDINANCE DECLARING AN UNOPPOSED CANDIDATES IN THE MAY 7, 2016 SPECIAL CITY ELECTION, ELECTED TO OFFICE; CANCELING THE ELECTION FOR CITY COUNCIL MEMBER DISTRICT 1; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, special city election was called for May 7, 2016, for the purpose of electing a City Council Member to the city council; and

WHEREAS, the City Secretary has certified in writing that there is no proposition on the ballot, that no person has made a declaration of write-in candidacy, and that the candidate on the ballot is unopposed for election to office; and

WHEREAS, under these circumstances, Subchapter C, Chapter 2, Election Code, authorizes the city council to declare the candidates elected to office and cancel the election,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAMESA, TEXAS;

Section 1. The following candidate, who is unopposed in the May 7, 2016 general city election, is declared elected to office, and shall be issued certificates of election following the time the election would have been canvassed:

City Council Member

District 1:

Brant Stewart; and

Section 2. The May 7, 2016 election for City Council Member District 1 is canceled, the city secretary is directed to cause a copy of this ordinance to be posted on election day at each polling place that would have been used in the election.

Section 3. It is declared to be the intent of the city council that the phrases, clauses, sentences, paragraphs, and sections of this ordinance are severable, and if any phrase, clause, sentence paragraph, or section of this ordinance is declared invalid by the judgment or decree of a court of competent jurisdiction, the invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance since the city council would have enacted them without the invalid portion.

Section 4. This ordinance shall take effect upon its final passage, and it is so ordained.

Upon being put to a vote the foregoing ordinance was Passed on First Reading on the 15th day of March, 2016 by a majority vote; and then on the 19th day of April, 2016, there came on and was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas held pursuant to the provisions of the Texas Open Meetings Act; there being a quorum present and acting throughout the meeting the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on Second and Final Reading and Adopted this 19th day of April, 2016 by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas and recorded in the ordinance book thereafter.

ATTEST:

Norma Garcia
City Secretary

APPROVED:

Dave Nix
Mayor

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 14

SUBJECT: ONCOR RATES
PROCEEDING: Resolution
SUBMITTED BY: City Staff
EXHIBITS: Resolution

SUMMARY STATEMENT

Consider passing a resolution that constitutes notice of the City's intent to proceed with an inquiry into the transmission and distribution rates charged by Oncor.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider passing a resolution that constitutes notice of the City's intent to proceed with an inquiry into the transmission and distribution rates charged by Oncor.
Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

RESOLUTION NO. _____

DIRECTING ONCOR ELECTRIC DELIVERY COMPANY, LLC TO FILE CERTAIN INFORMATION WITH THE CITY OF LAMESA; SETTING A PROCEDURAL SCHEDULE FOR THE GATHERING AND REVIEW OF NECESSARY INFORMATION IN CONNECTION THEREWITH; SETTING DATES FOR THE FILING OF THE CITY'S ANALYSIS OF THE COMPANY'S FILING AND THE COMPANY'S REBUTTAL TO SUCH ANALYSIS; RATIFYING THE HIRING OF LEGAL COUNSEL AND CONSULTANTS; RESERVING THE RIGHT TO REQUIRE THE REIMBURSEMENT OF THE CITY OF LAMESA'S RATE CASE EXPENSES; SETTING A PUBLIC HEARING FOR THE PURPOSES OF DETERMINING IF THE EXISTING RATES OF ONCOR ELECTRIC DELIVERY COMPANY ARE UNREASONABLE OR IN ANY WAY IN VIOLATION OF ANY PROVISION OF LAW AND THE DETERMINATION BY THE CITY OF LAMESA OF JUST AND REASONABLE RATES TO BE CHARGED BY ONCOR ELECTRIC DELIVERY COMPANY, LLC.

WHEREAS, the City of Lamesa is a regulatory authority under the Public Utility Regulatory Act ("PURA") and has original jurisdiction over the rates of Oncor Electric Delivery Company, LLC ("Oncor") to determine if such rates are just and reasonable; and

WHEREAS, Sections 33.021, 36.003 and 36.151 of PURA empower a regulatory authority, on its own motion or on a complaint by any affected person, to determine whether the existing rates of any public utility for any service are unreasonable or in any way in violation of any provision of law, and upon such determination, to determine the just and reasonable rates; and

WHEREAS, the City of Lamesa has reason to believe that Oncor is over-earning and its rates are excessive; and

WHEREAS, the City of Lamesa is a member of the Steering Committee of Cities Served By Oncor; and

WHEREAS, the Executive Committee of the Steering Committee of Cities Served by Oncor has recommended that cities pass a resolution that requires Oncor to show cause why its transmission and distribution rates should not be reduced; and

WHEREAS, the City of Lamesa, and the City Council of the City of Lamesa desires, on its own motion, to exercise its authority under Sections 33.021, 36.003 and 36.151 of PURA; and

WHEREAS, a procedural schedule should be established for the filing of certain information by Oncor, procedures to be followed to obtain and review information from

Oncor, the filing of an analysis of such information by the City, the filing of rebuttal information from Oncor, and a public hearing at which time the City shall make a determination whether the existing rates of Oncor are unreasonable or are in any way in violation of any provision of law, and if such rates should be revised, and just and reasonable rates determined for Oncor.

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

SECTION 1. This resolution constitutes notice of the City's intent to proceed with an inquiry into the transmission and distribution rates charged by Oncor. On or before September 1, 2016, Oncor shall file with the City of Lamesa information that demonstrates good cause for showing that Oncor's transmission and distribution rates should not be reduced. Specifically, Oncor shall file with the City of Lamesa information for the test year beginning January 1, 2015 and ending December 31, 2015, regarding Oncor's cost of service elements, including, but not limited to, the elements detailed by the Public Utility Commission as necessary for the filing of a Statement of Intent to Change Rates. The test year may be updated for more current data and shall be adjusted for known and measureable changes.

SECTION 2. City's designated representatives shall have the right to obtain additional information from Oncor through the filing of requests for information, which shall be responded to within fifteen (15) days from the receipt of such request for information.

SECTION 3. City's designated representatives shall file their analysis of Oncor's filing and information on or before October 13, 2016.

SECTION 4. Oncor shall file any rebuttal to the analysis of City's representatives on or before November 10, 2016. With its rebuttal, Oncor may present whatever additional information it desires to defend its current rates.

SECTION 5. A public hearing shall be conducted by the City Council for the City of Lamesa during a regular council meeting scheduled between November 15 and December 15. At such hearing a representative of Oncor and a representative of the City of Lamesa's consultants will each be allowed to address the City Council and summarize previously filed reports for no more than 15 minutes. Based upon such hearing, a determination of the reasonableness of the existing rates of Oncor shall be made by the City Council and, if necessary, just and reasonable rates shall be determined to be thereafter observed and enforced for all services of Oncor within the City of Lamesa, Texas.

SECTION 6. The City Council may, from time to time, amend this procedural schedule and enter additional orders as may be necessary in the public interest and to enforce the provisions hereof.

SECTION 7. Subject to the right to terminate employment at any time, the City of Lamesa hereby ratifies the Steering Committee's selection of Geoffrey Gay with the law firm of Lloyd, Gosselink, Rochelle & Townsend as legal counsel to assist the City of Lamesa in its ratemaking and to prosecute any appeals to the Texas Public Utility Commission or court. The Executive Committee of the Steering Committee of Cities Served by Oncor shall retain appropriate consultants to prepare a report and make rate recommendations.

SECTION 8. Fees and expenses of attorneys and consultants assisting the City in the Steering Committee's review of the reasonableness of Oncor's rates will be processed through the Steering Committee but the City reserves the right to seek reimbursement from Oncor pursuant to the PURA Section 33.023.

SECTION 9. That it is hereby officially found and determined that the meeting at which this resolution was passed was open to the public as required by law, and that public notice of the time, place, and purpose of said meeting was given all as required by Section 551.041, Texas Government Code.

AND IT IS SO ORDERED.

The above and foregoing resolution was passed and approved on this the 19th day of April, 2016, by the following vote:

- Ayes:
- Nays:
- Abstentions:

At regular meeting April, 2016.

Dave Nix, MAYOR

ATTEST:

Norma Garcia, City Secretary

APPROVED:

Russell Casselberry, City Attorney

1669/-/7071297

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 15

SUBJECT: REVISION OF CURFEW ORDINANCE
PROCEEDING: Ordinance, Second Reading
SUBMITTED BY: City Staff
EXHIBITS: CITY CODE OF ORDINANCES, SECTION 8.06.001 – 8.06.005

SUMMARY STATEMENT

Consider amending and extending Ordinance O-10-13, Section 8.06.001 of the City of Lamesa Code of Ordinances on 2nd Reading to an ending time of 4:00 P.M.

COUNCIL ACTION

DISCUSSION

Motion by Council Member _____ to consider amending and extending Ordinance O-10-13, Section 8.06.001 of the City of Lamesa Code of Ordinances on 2nd Reading to an ending time of 4:00 P.M.
Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

ORDINANCE NO. _____

**AN ORDINANCE OF THE CITY OF LAMESA, TEXAS,
AMENDING CHAPTER 8, SECTION 8.06.001 OF THE CODE
OF ORDINANCES OF THE CITY OF LAMESA, TEXAS,
REGARDING THE DEFINITION OF CURFEW HOURS.**

On the 19th day of April, 2016, there came on and was held at the City Hall of the City of Lamesa, Texas, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act (Texas Government Code, Chapter 551) there being a quorum present and acting throughout the meeting, the following ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, to-wit:

WHEREAS, Chapter 71, Article D, § 71.058 of the Code of Ordinances of the City of Lamesa, Texas, should be amended regarding imposition and classification of charges for the disposal of waste at the sanitary landfill of the City of Lamesa, Texas.

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

SECTION 1. That Chapter 8, Article 8.06 of the Code of Ordinances of the City of Lamesa, Texas, entitled "Curfew For Minors" be, and is hereby, amended to read as follows:

§ 8.06.001 Definitions

For the purposes of this article the following words or terms shall have the meanings given below:

Curfew hours. Those hours between 12:00 midnight and 6:00 A.M. each day and those hours between 9:00 A.M. and 4:00 P.M. on each day the Lamesa Independent School District is officially conducting classes on any of its campuses.

SECTION 2. Except as amended herein, all of the remaining definitions in Section 8.06.001 shall remain in full force and effect.

SECTION 3. The effective date of this Ordinance shall be April 28, 2016.

SECTION 4. The City Secretary is hereby authorized and directed to publish the descriptive caption of this ordinance as provided by law and the City Charter.

Upon being put to a vote, the foregoing Ordinance was Passed, on First Reading on the 15th day of March, 2016, by a majority vote; and then on the 19th day of April, 2016, there came on an was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act (Texas Govt. Code, Chapter 551). There being a quorum present and acting throughout the meeting, the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on Second

and Final Reading and Adopted this 19th day of April, 2016, by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas and recorded in the ordinance book thereafter.

ATTEST:

APPROVED:

Norma Garcia
City Secretary

Dave Nix
Mayor

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 16

SUBJECT: BUDGET AMENDMENT II
PROCEEDING: Ordinance, Second Reading
SUBMITTED BY: City Staff
EXHIBITS: City Charter

SUMMARY STATEMENT

Consider amending Ordinance No.O-14-15 on second reading with respect to October 1, 2015 fiscal year budget.

COUNCIL ACTION

DISCUSSION _____

Motion by Council Member _____ to amend Ordinance No.O-14-15 on second reading with respect to October 1, 2015 fiscal year budget. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

ORDINANCE NO. _____

**AN ORDINANCE OF THE CITY OF LAMESA, TEXAS, AMENDING
ORDINANCE NO. 0-18-14 TO APPROPRIATE FUNDS IN THE CITY
OF LAMESA BUDGET FOR FISCAL YEAR 2015-2016.**

On the 19th day of April, 2016, there came on and was held at the City Hall of the City of Lamesa, Texas, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act (Government Code, Chapter 551). There being a quorum present and acting throughout the meeting, the following ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, to-wit:

WHEREAS, the City Council desires to amend Ordinance No. 0-14-15 to make certain revisions to the 2015-2016 Budget of the City of Lamesa to authorize and appropriate funds as listed below; and

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

SECTION 1. That the City of Lamesa 2015-2016 Budget contained in Ordinance No. 0-14-15 be, and same is hereby, amended to change the amount appropriated for;

	<u>Revenues</u>	<u>Expenditures</u>
General Fund	\$ 14,786.88	\$ 14,786.88
Special Revenue Fund (17)	\$ 19,360.00	\$ 19,360.00
Utility Fund	<u>\$ 12,013.78</u>	<u>\$ 12,013.78</u>
Total of All Funds	\$ 46,160.66	\$ 46,160.66

SECTION 2. Effective date: That this Ordinance shall become effective as of this April 23, 2016.

SECTION 4. The City Secretary is hereby authorized and directed to cause publication of this Ordinance as provided by law.

Upon being put to a vote, the foregoing ordinance was Passed, on First Reading on March 15, 2016 by a majority vote; and then on April 19, 2016, there was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas held pursuant to the provisions of the Texas Open Meetings Act (Government. Code, Chapter 551); there being a quorum present and acting throughout the meeting, the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on Second Reading by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas and recorded in the ordinance book thereafter.

ATTEST:

Norma Garcia
City Secretary

APPROVED:

Dave Nix
Mayor

CITY OF LAMESA
BUDGET AMENDMENT 2016-02 FOR FY 2015/2016

GENERAL FUND (FUND 1)

The City was self-insured for Workers Compensation during FY1989 when an individual resisting arrest struck a police officer which resulted in the loss of the officer's front teeth. The City paid the Workers Compensation claim in FY1989. The ex-employee requires further dental work related to his front teeth. The City contacted Texas Workers Compensation office and TML for legal advice regarding this claim. Both entities believe that it is the City's responsibility to pay the ongoing expenses to replace the dental work.

Increase Revenues	(Fund Balance)	\$ 8,811.00
Increase Expenditures	(01-5063703 - Claims & Damages)	\$ 8,811.00

The City has received an insurance check from TML for repair of one vehicle related to two different events. This budget amendment will increase revenues to cover any repair expenses that the City has encumbered related to these two incidents.

Increase Revenues	(01-40904 - Insurance Recovery)	\$2,527.64
Increase Expenditures	(01-5063504 – Motor Vehicles)	\$2,527.64

The City received an insurance check from TML for repair of dugout from wind damage at the Weaver Sports Complex. This budget amendment will increase revenues to cover any repair expenses that the City has encumbered related to this event.

Increase Revenues	(01-40904 – Insurance Recovery)	\$ 648.24
Increase Expenditures	(01-5094401 – Buildings & Structures)	\$ 648.24

TCEQ required the City to empty both of the City's old fuel tanks and dispose of waste. This budget amendment reflects the net cost associated with contracting pumping, TCEQ approved disposal of excess fuel and recovery of cost for value of fuel removed.

Increase Revenues	(Fund Balance)	\$300.00
Increase Expenditures	(01-5041603 – Special Services)	\$300.00

The City's Building Inspections department has been successful in collecting on property clean-ups. This budget amendment will re-appropriate the unbudgeted revenues and associated expenditures to continue property clean-ups around town.

Increase Revenues	(01-40909 – Alleys & Cleanup)	\$ 2,500.00
Increase Expenditures	(01-5081603 – Special Services)	\$ 2,500.00

UTILITY FUND (FUND 2)

The City Water Department purchased the materials for water services required for the new Pizza Hut property totaling \$12,013.78. This budget amendment reflects the reimbursement of these expenses by the contractor and re-appropriates these funds back into the Water Department's budget for use in other projects.

Increase Revenues	(02-41202 – Sell of Materials)	\$12,013.78
Increase Expenditures	(02-5112403 – Other Improvements)	\$12,013.78

SPECIAL REVENUE FUND (FUND 17)

The City was given \$19,360 as pass-thru monies from the Weaver Foundation to pay for conservation services of the "Rodeo Scene" mural by Fletcher Martin originally displayed in Old Post Office. The budget amendment will allow for payment for services rendered by FACL.

Increase Revenues	(17-40101 – Weaver Grant Mural Restoration)	\$19,360.00
Increase Expenditures	(17-5411905 – Weaver Grant Mural Restoration Expenses)	\$19,360.00

City Council Agenda
City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 17

SUBJECT: BUDGET AMENDMENT III
PROCEEDING: Ordinance, First Reading
SUBMITTED BY: City Staff
EXHIBITS: City Charter

SUMMARY STATEMENT

Consider amending Ordinance No.O-14-15 on first reading with respect to October 1, 2015 fiscal year budget.

COUNCIL ACTION

DISCUSSION _____

Motion by Council Member _____ to amend Ordinance No.O-14-15 on first reading with respect to October 1, 2015 fiscal year budget. Motion seconded by Council Member _____ and upon being put to a vote the motion _____.

VOTING: "AYE" _____ "NAY" _____ "ABSTAIN" _____

CITY MANAGER'S MEMORANDUM

Recommend approval.

ORDINANCE NO. _____

**AN ORDINANCE OF THE CITY OF LAMESA, TEXAS, AMENDING
ORDINANCE NO. 0-18-14 TO APPROPRIATE FUNDS IN THE CITY
OF LAMESA BUDGET FOR FISCAL YEAR 2015-2016.**

On the 19th day of April, 2016, there came on and was held at the City Hall of the City of Lamesa, Texas, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act (Government Code, Chapter 551). There being a quorum present and acting throughout the meeting, the following ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, to-wit:

WHEREAS, the City Council desires to amend Ordinance No. 0-14-15 to make certain revisions to the 2015-2016 Budget of the City of Lamesa to authorize and appropriate funds as listed below; and

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

SECTION 1. That the City of Lamesa 2015-2016 Budget contained in Ordinance No. 0-14-15 be, and same is hereby, amended to change the amount appropriated for;

	<u>Revenues</u>	<u>Expenditures</u>
General Fund	\$ 54,056.00	\$
Risk Management Fund (21)	\$ _____	\$ - 9,591.24
Total of All Funds	\$ 54,056.00	\$ - 9,591.24

SECTION 2. Effective date: That this Ordinance shall become effective as of this May 27, 2016.

SECTION 4. The City Secretary is hereby authorized and directed to cause publication of this Ordinance as provided by law.

Upon being put to a vote, the foregoing ordinance was Passed, on First Reading on April 19, 2016 by a majority vote; and then on May 17, 2016, there will be held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas held pursuant to the provisions of the Texas Open Meetings Act (Government. Code, Chapter 551); there being a quorum present and acting throughout the meeting, the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on First Reading by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas and recorded in the ordinance book thereafter.

ATTEST:

APPROVED:

Norma Garcia
City Secretary

Dave Nix
Mayor

CITY OF LAMESA
BUDGET AMENDMENT 2016-02 FOR FY 2015/2016

GENERAL FUND

The City has received payment of \$54,056.00 from TxDot for the Right-of-way purchased to build and widen the southern route around Lamesa. This budget amendment will increase General Fund fund balance.

Increase Revenues	(Fund Balance)	\$ 54,056.00
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RISK MANAGEMENT FUND

The City has received an insurance reimbursement check from TMLIRP Workers Compensation audit, minus the \$62.00 additional cost of Fine Art item. This budget amendment reflects the net difference.

Decrease Expenditures	(21-5501206 – Workers Compensation)	\$ 9,591.24
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City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 18

SUBJECT: UTILITIES DIRECTOR REPORT
SUBMITTED BY: Utilities Director

SUMMARY STATEMENT

Utilities Director to report on the city's recent events:

- a. CRMWA Waterline Repair

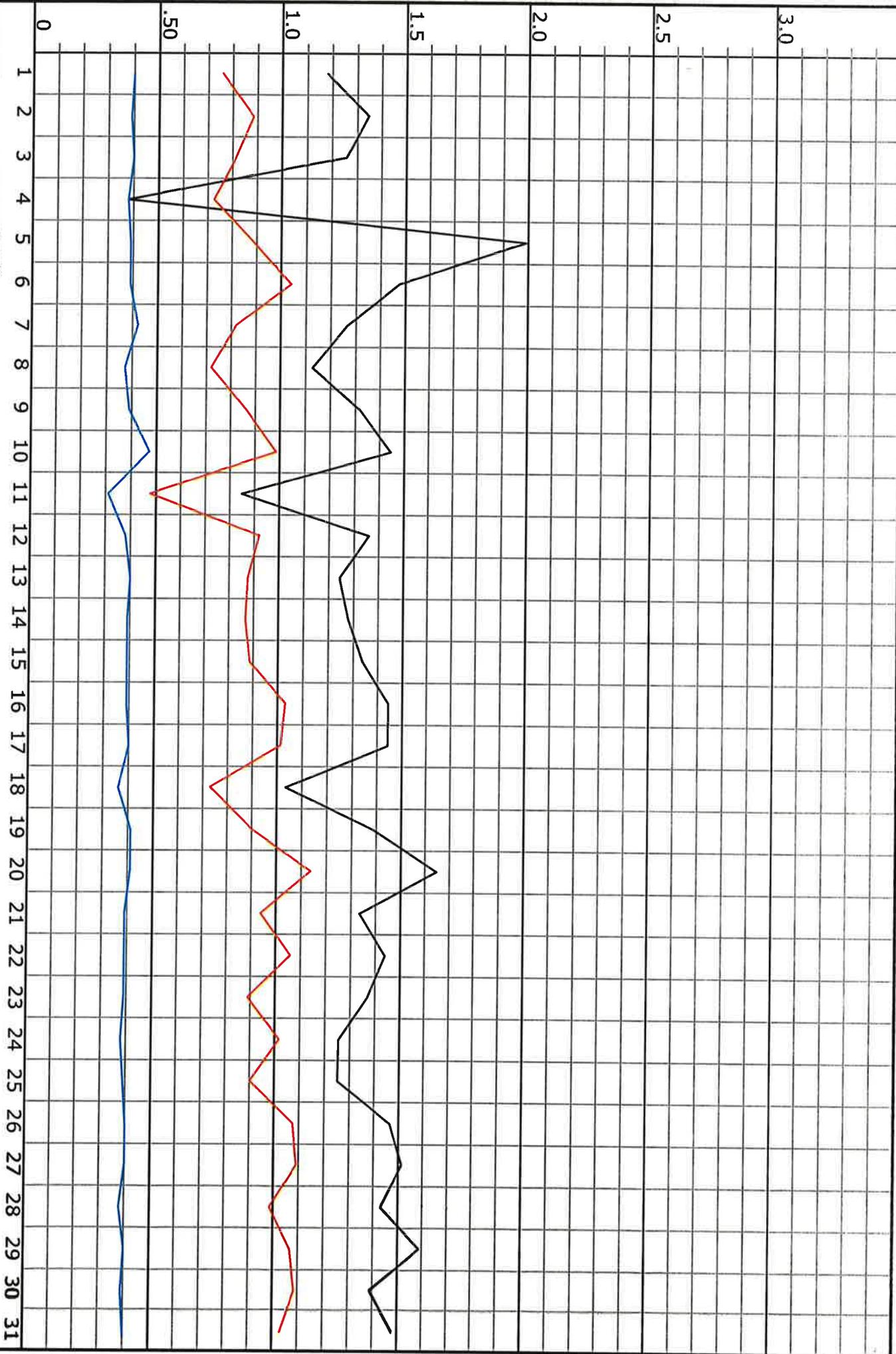
COUNCIL ACTION

No City Council action required.

City of Lamesa
Water Department

Daily Water Consumption Chart

March 2016



LEGEND:

Wellfield: (420K)

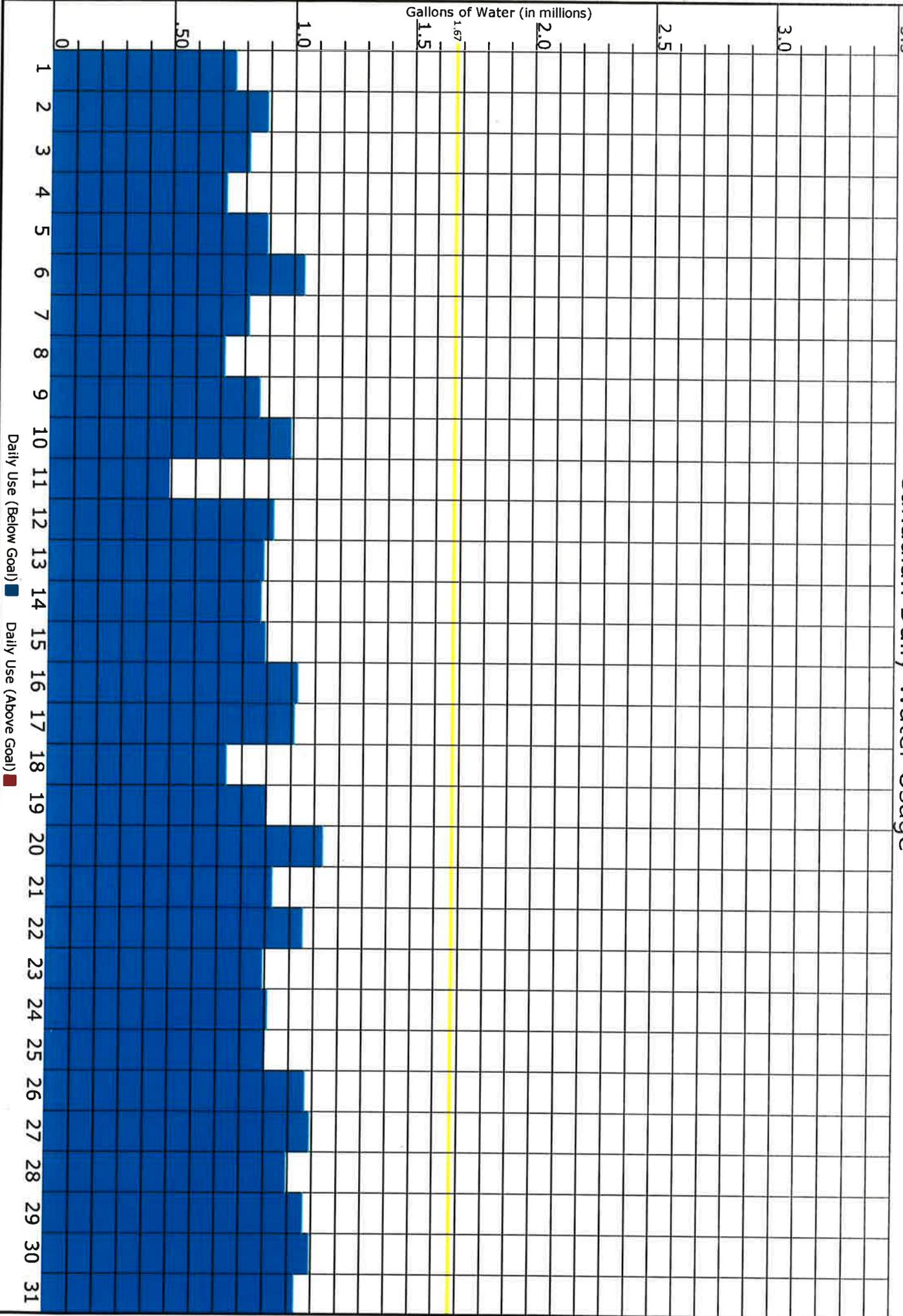
Canadian:

Effluent:

City of Lamesa Water Department

Canadian Daily Water Usage

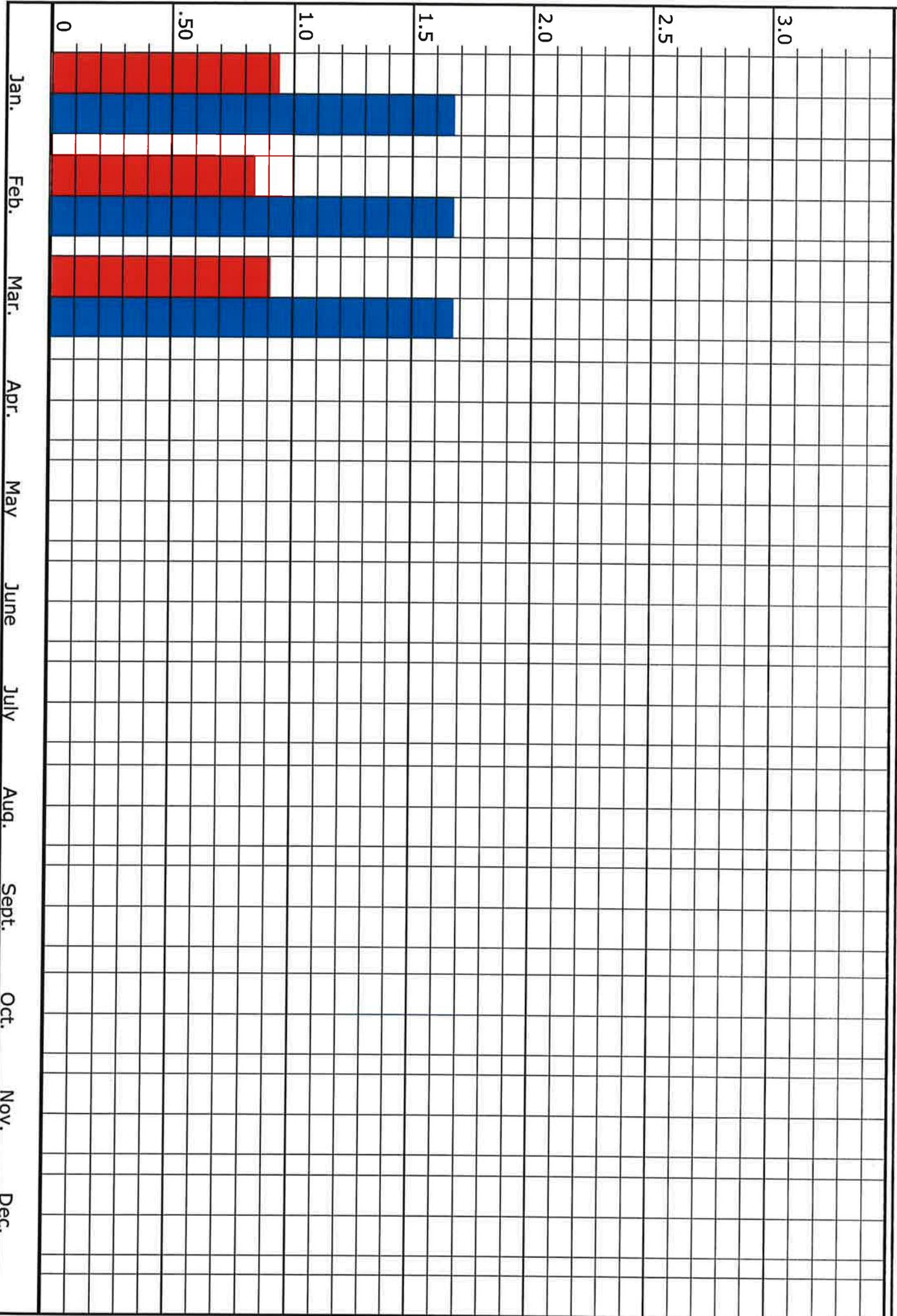
Date March 2016



City of Lamesa Water Department Canadian Monthly Water Usage Chart 2016

LEGEND:

-  Actual Monthly Average (City)
-  Scheduled Monthly Average (Canadian)



City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 19

SUBJECT: FINANCIAL REPORT
SUBMITTED BY: Finance Director
EXHIBITS: Financial Report

SUMMARY STATEMENT

Finance Director to report on the city's finances.

COUNCIL ACTION

No City Council action required.

CITY MANAGER'S MEMORANDUM

Finance Director will provide report at City Council meeting.



City of Lamesa
Financial Statement Summary
As of: March 31st, 2016

	Current	
	Month-to-Date	Year-to-Date
General Fund (1)		
Revenues	\$ 273,361.78	\$ 2,852,647.78
Expenditures	\$ 273,825.56	\$ 1,749,299.93
Revenues Over/(Under) Expenditures	<u>\$ (463.78)</u>	<u>\$ 1,103,347.85</u>
Water & Wastewater Fund (2)		
Revenues	\$ 319,155.37	\$ 1,966,202.80
Expenditures	\$ 316,936.60	\$ 2,077,155.29
Revenues Over/(Under) Expenditures	<u>\$ 2,218.77</u>	<u>\$ (110,952.49)</u>
Solid Waste Fund (3)		
Revenues	\$ 153,697.59	\$ 949,202.50
Expenditures	\$ 91,023.60	\$ 875,361.00
Revenues Over/(Under) Expenditures	<u>\$ 62,673.99</u>	<u>\$ 73,841.50</u>
Golf Course Fund (18)		
Revenues	\$ 14,219.75	\$ 101,919.09
Expenditures	\$ 17,831.64	\$ 121,545.92
Revenues Over/(Under) Expenditures	<u>\$ (3,611.89)</u>	<u>\$ (19,626.83)</u>
All Funds		
Revenues	\$ 760,434.49	\$ 5,869,972.17
Expenditures	\$ 699,617.40	\$ 4,823,362.14
Revenues Over/(Under) Expenditures	<u>\$ 60,817.09</u>	<u>\$ 1,046,610.03</u>

C I T Y O F L A M E S A
 FINANCIAL STATEMENT
 AS OF: MARCH 31ST, 2016

01 -GENERAL FUND
 FINANCIAL SUMMARY

50.00% OF YEAR COMP.

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
01-TAXES		2,944,979.00	177,813.96	2,286,959.63	77.66	658,019.37
02-FRANCHISES AND STREET		571,809.00	61,589.06	259,631.73	45.41	312,177.27
03-PERMITS, LICENSES AND		38,300.00	1,827.05	16,329.56	42.64	21,970.44
04-FINES		80,000.00	7,897.17	41,139.51	51.42	38,860.49
05-RECREATIONAL AND RENTA		20,500.00	2,554.00	13,775.07	67.20	6,724.13
06-OTHER GOVERNMENTAL AGE		189,867.00	9,960.00	103,484.00	54.50	86,383.00
07-TRANSFERS		0.00	0.00	0.00	0.00	0.00
08-CHARGES FOR CURRENT SE		15,350.00	126.20	927.10	6.04	14,422.90
09-MISCELLANEOUS REVENUES		277,675.68	11,594.34	130,400.38	46.96	147,275.30
19-SOURCE (CHG TO 49XXX)		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		4,138,480.68	273,361.78	2,852,647.78	68.93	1,285,832.90

EXPENDITURE SUMMARY

GENERAL ADMIN SERVICES		216,801.00	10,264.31	84,667.44	39.05	132,133.56
FINANCIAL SERVICES		75,562.00	1,758.84	32,640.11	43.20	42,921.89
PERSONNEL/RISK MGT SERV		56,105.00	4,065.72	31,681.67	56.47	24,423.33
COMMUNITY DEVELOPMENT SER		700.00	101.19	530.29	75.76	169.71
HOUSING ASSISTANCE SERV		11,836.00	(6,061.63)	(15,293.94)	129.22-	27,129.94
CITY COUNCIL		67,857.00	2,148.04	20,709.00	30.52	47,148.00
CITY HALL		84,075.00	10,495.94	49,924.39	59.38	34,150.61
INTERGOVERNMENTAL		60,652.00	3,862.62	28,915.37	47.67	31,736.63
MUNICIPAL COURT		103,611.00	7,911.01	48,491.22	46.80	55,119.78
VEHICLE REPAIR SERVICES		35,544.00	1,359.78	8,941.20	25.16	26,602.80
VEHICLE PREVENTIVE MNT		1,780.00	232.36	136.48	7.67	1,643.52
FIRE SERVICES		590,087.00	38,593.17	291,436.08	49.39	298,650.92
VOLUNTEER FIRE SERVICES		140,396.00	5,994.05	45,894.85	32.69	94,501.15
PD - GEN'L ADMIN SERV		194,693.00	16,663.04	101,419.02	52.09	93,273.98
COMMUNICATIONS SERVICES		211,340.00	15,430.93	90,247.00	42.70	121,093.00
GEN'L LAW ENFORCEMENT SER		996,346.64	75,010.22	460,256.94	46.19	536,089.70
CRIMINAL INVESTIGATIONS		169,672.00	12,337.92	66,738.56	39.33	102,933.44
JUVENILE SERVICES		0.00	0.00	0.00	0.00	0.00
ANIMAL CONTROL SERVICE		37,999.00	(3,020.57)	(19,864.19)	52.28-	57,863.19
EMERGENCY MANAGEMENT SERV		20,200.00	811.04	20,806.98	103.00	(606.98)
NARCOTICS INTERDICTION		0.00	0.00	0.00	0.00	0.00
STREET MAINTENANCE SERV		257,516.00	8,548.18	105,090.52	40.81	152,425.48
STREET CONST/SEAL COAT		119,000.00	100.00	655.44	0.55	118,344.56
STREET CLEANING SERVICES		98,843.00	2,598.13	18,228.17	18.44	80,614.83
TRAFFIC SERVICES		173,211.00	22,296.34	79,602.57	45.96	93,608.43
INSPECTION SERVICES		142,479.00	10,416.71	60,280.53	42.31	82,198.47
PARK MAINTENANCE SERVICES		269,154.00	16,697.74	104,313.68	38.76	164,840.32
PARK IRRIGATION SERVICES		14,133.00	(1,273.16)	(9,197.68)	65.08-	23,330.68
COMMUNITY BUILDING SERV		44,879.00	3,451.52	16,251.75	36.21	28,627.25
RECREATIONAL FACILITIES		184,244.24	12,070.39	21,464.26	11.65	162,779.98

CITY OF LAMESA
 FINANCIAL STATEMENT
 AS OF: MARCH 31ST, 2016

01 -GENERAL FUND
 FINANCIAL SUMMARY

50.00% OF YEAR COMP.

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
	SWIMMING POOL SERVICES	73,553.00	961.73	4,332.22	5.89	69,220.78
	TOTAL EXPENDITURES	4,452,268.88	273,825.56	1,749,299.93	39.29	2,702,968.95
	REVENUES OVER/(UNDER) EXPENDITURES	(313,788.20)	(463.78)	1,103,347.85	351.62-	(1,417,136.05)
	OTHER SOURCES (USES)	0.00	0.00	0.00	0.00	0.00
	REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	(313,788.20)	(463.78)	1,103,347.85	351.62-	(1,417,136.05)

C I T Y O F L A M E S A
 FINANCIAL STATEMENT
 AS OF: MARCH 31ST, 2016

02 -WATER & WASTEWATER ENTER.
 FINANCIAL SUMMARY

50.00% OF YEAR COMP.:

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
	11-OPERATING REVENUES	4,008,106.00	306,385.37	1,925,183.67	48.03	2,082,922.33
	12-NON-OPERATING REVENUES	232,904.78	12,770.00	41,019.13	17.61	191,885.65
	TOTAL REVENUES	4,241,010.78	319,155.37	1,966,202.80	46.36	2,274,807.98
EXPENDITURE SUMMARY						
	WATER PRODUCTION SERVICES	1,479,827.00	70,610.82	734,522.12	49.64	745,304.88
	WATER DIST/WASTEWATER SER	1,788,792.78	171,203.65	751,564.71	42.02	1,037,228.07
	WASTEWATER TREATMENT SERV	818,709.00	47,013.55	376,273.27	45.96	442,435.73
	ENGINEERING SERVICES	80,786.00	4,816.90	34,167.56	42.29	46,618.44
	TECHNICAL SERVICES	73,665.00	4,760.04	37,178.84	50.47	36,486.16
	UTILITY BILLING/COLLECT	271,226.00	18,352.41	141,214.29	52.07	130,011.71
	INSPECTION SERVICES	0.00	179.23	2,234.50	0.00	(2,234.50)
	TOTAL EXPENDITURES	4,513,005.78	316,936.60	2,077,155.29	46.03	2,435,850.49
	REVENUES OVER/(UNDER) EXPENDITURES	(271,995.00)	2,218.77	(110,952.49)	40.79	(161,042.51)
	OTHER SOURCES (USES)	0.00	0.00	0.00	0.00	0.00
	REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	(271,995.00)	2,218.77	(110,952.49)	40.79	(161,042.51)

CITY OF LAMESA
 FINANCIAL STATEMENT
 AS OF: MARCH 31ST, 2016

03 -SOLID WASTE ENTERPRISE
 FINANCIAL SUMMARY

50.00% OF YEAR COMP.

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
	05-RECREATIONAL AND RENTA	0.00	0.00	0.00	0.00	0.00
	21-OPERATING REVENUES	1,869,148.00	148,052.59	907,979.65	48.58	961,168.35
	22-NON-OPERATING REVENUES	79,000.00	5,645.00	41,222.85	52.18	37,777.15
	TOTAL REVENUES	1,948,148.00	153,697.59	949,202.50	48.72	998,945.50
EXPENDITURE SUMMARY						
	SOLID WASTE COLLECTION SV	895,466.00	52,881.90	407,067.27	45.46	488,398.73
	SANITARY LANDFILL SERVICE	846,105.00	23,852.31	367,416.74	43.42	478,688.26
	SPECIALIZED COLLECTION SV	123,592.00	7,582.61	49,194.91	39.80	74,397.09
	ENVIRONMENTAL HEALTH SERV	126,788.00	6,706.78	51,682.08	40.76	75,105.92
	TOTAL EXPENDITURES	1,991,951.00	91,023.60	875,361.00	43.94	1,116,590.00
	REVENUES OVER/(UNDER) EXPENDITURES	(43,803.00)	62,673.99	73,841.50	168.58-	(117,644.50)
	OTHER SOURCES (USES)	0.00	0.00	0.00	0.00	0.00
	REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	(43,803.00)	62,673.99	73,841.50	168.58-	(117,644.50)

C I T Y O F L A M E S A
 FINANCIAL STATEMENT
 AS OF: MARCH 31ST, 2016

18 -MUNICIPAL GOLF COURSE
 FINANCIAL SUMMARY

50.00% OF YEAR COMP.

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
09-	MISCELLANEOUS REVENUES	0.00	0.00	0.00	0.00	0.00
31-	FEES AND DUES	206,700.00	14,219.75	101,919.09	49.31	104,780.91
	TOTAL REVENUES	206,700.00	14,219.75	101,919.09	49.31	104,780.91
EXPENDITURE SUMMARY						
	MUNICIPAL GOLF COURSE	204,549.00	17,831.64	121,545.92	59.42	83,003.08
	TOTAL EXPENDITURES	204,549.00	17,831.64	121,545.92	59.42	83,003.08
	REVENUES OVER/(UNDER) EXPENDITURES	2,151.00	(3,611.89)	(19,626.83)	912.45-	21,777.83
	REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	2,151.00	(3,611.89)	(19,626.83)	912.45-	21,777.83



City of Lamesa
Balance Sheet Summary
As of : March 31st, 2016

General Fund (1)

Assets	\$	3,503,797.66
Liabilities	\$	565,735.79

Water & Wastewater Fund (2)

Assets	\$	17,672,765.69
Liabilities	\$	14,335,496.65

Solid Waste Fund (3)

Assets	\$	3,792,950.89
Liabilities	\$	1,573,296.08

Golf Course Fund (18)

Assets	\$	55,871.97
Liabilities	\$	152,847.32

01 -GENERAL FUND

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
ASSETS		

01-1001	CASH IN BANK	2,424,431.65
01-1002	PETTY CASH	0.00
01-1003	RETURNED CHECKS	4,497.16
01-1004	TAXES RECEIVABLE-DELIQUENT	113,661.13
01-1005	TAXES RECEIVABLE CURRENT	79,735.74
01-1006	PROV. FOR UNCOLLECT TAXES	(37,429.27)
01-1007	MISC ACCT. RECEIVABLE	933.44
01-1008	PROV. UNCOLLEC. ACCT/REC	(184.11)
01-1009	PAVING LEIN RECEIVABLE	116,147.00
01-1010	UNCOLLECTABLE PAVING LEIN	(52,266.00)
01-1011	A/R LUBBOCK TASK FORCE	0.00
01-1012	A/R TNRCC	0.00
01-1013	OFFICE SUPPLIES INVENTORY	16,547.63
01-1014	DUE FROM DAWSON COUNTY	0.40
01-1015	CASH IN BANK - PAYROLL	0.00
01-1016	DUE FROM DEBT SERVICE	0.00
01-1017	FUEL TAX C.D.	0.00
01-1018	DUE TO/FROM 1997 TAN	0.00
01-1019	DUE TO/FROM SOLID WASTE FUND	0.00
01-1020	DUE FROM INVESTMENT FUND	855,171.88
01-1021	CAPITAL EQUIPMENT RESERVE	0.00
01-1022	BUILDING & COMPUTER RESERVE	0.00
01-1023	DUE FROM FIRE DEPT. GRANTS	0.00
01-1024	DUE FROM JUSTICE GRANT	0.00
01-1025	DUE TO/ FROM STATE AGENCY	0.00
01-1026	DUE FROM OTHER GOVERNMENTS	0.00
01-1027	DUE TO/FROM CAPITAL PROJECT	0.00
01-1028	SALES TAX RECEIVABLE	5,991.69
01-1029	DUE TO/FROM DEBT SERVICE	0.00
01-1030	DUE FROM MOTEL TAX FUND	0.00
01-1031	DUE TO/FROM SPECIAL REV. FUND	0.00
01-1032	DUE FROM INVESTMENT-CIVIC CTR.	0.00
01-1033	ACCOUNTS RECEIVABLE	0.00
01-1034	SALES TAX REC./TX COMPTROLLER	(49,402.00)
01-1040	TAN I&S RESERVE	0.00
01-1044	CIP - F PARK LIGHT PROJECT	0.25
01-1045	CITY OF LAMESA - CFS FESTIVAL	8,084.27
01-1046	CRIME LINE	2,457.00
01-1050	DUE TO/FROM RISK MGMT & SAFE	0.00
01-1055	DUE FROM INVESTMENT FUND	0.00
01-1060	DUE FROM ECONOMIC DEVELO	15,419.80
01-1070	DUE FROM FORFEITED TRUST	0.00
01-1071	DUE FROM WWF-LAND PURCHASE	0.00
01-1072	DUE TO/FROM GOLF COURSE	0.00
01-1080	D.A.R.E.	0.00
01-1085	DUE FROM HOUSING AUTHORITY	0.00
01-1090	XFER FOR RETIREMENT/C.O.'	0.00
01-1095	DUE FROM LEAP	0.00
		3,503,797.66
TOTAL ASSETS		3,503,797.66

01 -GENERAL FUND

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
LIABILITIES		

01-2013	PAVING LIEN REFUND PAYABLE	0.00
01-2014	SALES TAX PAYABLE	10,450.69
01-2015	VOUCHERS PAYABLE	244,444.22
01-2016	COMMUNITY BLDG.DEPOSITS	17,110.50
01-2017	REFUND OF CASH DEPOSITS	591.00
01-2018	WAGES PAYABLE	302.00
01-2019	GROUP INSURANCE PAYABLE	0.00
01-2020	WITHHOLDING TAX PAYABLE	4,036.34
01-2021	SOCIAL SECURITY PAYABLE	5,936.22
01-2022	T.M.R.S. PAYABLE	7,524.91
01-2023	AUTO ALLOWANCE PAYABLE	0.00
01-2024	BONDS	0.00
01-2025	DEDUCTIONS PAYABLE	5,384.77
01-2026	WORKERS COMPENSATION	0.00
01-2027	AIRPORT	0.00
01-2028	OPTIONAL LIFE PAYABLE	0.00
01-2029	DUE TO SWMF	0.00
01-2030	GOVERNOR'S TAX PAYABLE	0.00
01-2031	TRANS.FOR RET.BONDS	0.00
01-2032	DUE TO STATE AGENCY	0.00
01-2033	C.D.B.G.	0.00
01-2034	DUE TO LAMESA HOUSING	0.00
01-2035	TRANS. FROM DEVELOP. FUND	0.00
01-2036	TEEN COURT ADMIN FEE	100.00
01-2037	DUE TO RISK MGT & SAFETY	0.00
01-2038	DUE TO/FROM WATER FUND	0.00
01-2039	WARRANTS PAYABLE	0.00
01-2040	UNITED FUND	180.00
01-2041	SALES TX DUE TO LEDC -TX COMPT	8,234.00
01-2042	DUE TO LEAP -SALES TAX	8,234.00
01-2043	TMRS EMPLOYEE BACK PAY	886.49
01-2044	FLEX SPENDING ACCT. (FSA)	0.00
01-2045	PROV. FOR COMP.ABSENCES	0.13
01-2048	1992 C O DEBT-PRINCIPAL	0.00
01-2049	1992 C.O. DEBT	0.00
01-2050	ICMA-RC PAYABLE	0.00
01-2051	COURT BONDS PAYABLE	0.00
01-2052	COURT BUILDING SECURITY FUND	12,638.49
01-2053	COURT TECHNOLOGY FEE	8,482.32
01-2055	TAN I&S PRINCIPAL	0.00
01-2056	TAN I&S INTEREST	0.00
01-2070	GROUP INS. PRE-TAX	0.00
01-2075	EMPLOYEE REIMB. SICK LEAVE	0.00
01-2080	DEFERRED REVENUE-PAVING	0.00
01-2081	DEFERRED REVENUE-TAXES	155,967.62
01-2082	DEFERRED REVENUE-MISC. POLICE	0.14
01-2083	DEFERRED REVENUE REVITAL GRANT	0.00
01-2084	DEFERRED REVENUE- CIVIC CENTER	0.00
01-2085	AFLAC PRE-TAX	3,125.97

01 -GENERAL FUND

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
01-2086	DEFERRED REV.-POLICE DONATIONS	1,811.89
01-2087	DEFERRED REV.-COURTHOUSE PROJ.	0.00
01-2088	DEFERRED REVENUE-SWAT DONATION	696.00
01-2089	DEFERRED REVENUE/FIRE PROTECTI	0.00
01-2090	AFLAC POST TAX	622.94
01-2091	DEFERRED REV.-L.I.S.D. BUYMONE	3,786.50
01-2092	AIR MED CARE	0.00
01-2094	NEW YORK LIFE INS. PAYABLE	(595.10)
01-2095	VISION INS. PAYABLE	766.68
01-2096	EMPLOYEE LEGAL SERV. PAYABLE	181.30
01-2097	WORK BOOTS PAYABLE	(1,545.66)
01-2098	DEFERRED REV. - SPORTS COMPLEX	63,881.00
01-2099	JAE FITNESS PAYABLE	(745.03)
01-2150	ACCRUED PAYABLES	0.00
01-2160	ACCRUED PAYROLL LIABILITY	36,786.00
01-2999	PROFIT & LOSS	0.00
	TOTAL LIABILITIES	565,735.79
EQUITY		

01-3001	FUND BALANCE	1,834,714.02
01-3002	RESERVE-CAPITAL EQUIPMENT	0.00
01-3003	RESERVE-BUILDING & COMPUTER	0.00
01-3010	C.O. INTEREST	0.00
01-3011	C.O. PRINCIPAL	0.00
01-3012	TAN INTEREST	0.00
01-3013	TAN PRINCIPAL	0.00
01-3014	OTHER PRINCIPAL	0.00
01-3015	OTHER INTEREST	0.00
	TOTAL BEGINNING EQUITY	1,834,714.02
	TOTAL REVENUE	2,852,647.78
	TOTAL EXPENSES	1,749,299.93
	TOTAL REVENUE OVER/(UNDER) EXPENSES	1,103,347.85
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	2,938,061.87
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.	3,503,797.66

02 -WATER & WASTEWATER ENTER.

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
ASSETS		
02-1001	CASH IN BANK	386,693.09
02-1002	CASH IN DRAWER	0.00
02-1003	DUE FROM INVESTMENTS/WATER DEP	28,915.86
02-1004	CAPITAL EQUIPMENT RESERVE	142,857.67
02-1005	W.S.G. CHGS. RECEIVABLE	194,750.55
02-10051	REFUNDS PAYABLE	292.00
02-10052	UTILITY A/R SUSPENSE	0.00
02-10053	UNAPPLIED US REVENUE	23,097.25
02-10054	US GL RECON REPORT	0.00
02-1006	PROV.FOR UNCOLLECT. ACCTS	12,350.21
02-1007	INVENTORY SUPPLIES	215,111.26
02-1008	WW. TRMT PLNT .RES.INVESTMENTS	288,735.64
02-1009	UTILITY SYSTEM IMPROV RESERVE	0.00
02-1010	UNAMORTIZED TAN ISSUE COSTS	0.00
02-1011	AMORT.OF DISC. & PREMIUMS	0.00
02-1012	WATER SYSTEM LAND	33,460.47
02-1013	WATER RIGHTS PURCHASED	6,680,247.00
02-1014	WALKS, DRIVES & FENCES	6,472.20
02-1015	BUILDINGS	222,962.45
02-1016	WELLS & WELL HOUSES	760,944.63
02-1017	BOOSTER STAT. AND STORAGE	1,258,866.72
02-1018	WATER LINES, VALVES & FITT	2,825,613.19
02-1019	WATER TAPS AND METERS	2,254,225.62
02-1020	AUTOMOTIVE & MISC.EQUIP.	2,209,943.59
02-1021	FIRE HYDRANTS	67,134.14
02-1022	WATER SYST. DEPRECIATION	8,687,146.00
02-1023	SEWER SYSTEM-LAND & LAGOO	95,540.50
02-1024	SEWAGE LIFT STATIONS	672,855.55
02-1025	DISPOSAL PLANT	359,628.45
02-1026	SEWER LINES	1,114,377.03
02-1027	SEWER SYS. DEPRECIATION	1,246,569.00
02-1028	DUE TO/FROM SOLID WASTE	0.00
02-1029	ELECTRICAL INVENTORY	0.00
02-1030	WW LIFTSTATION/LUBBOCK HWY.	469.29
02-1031	ACCOUNTS REC. - TRRA	0.00
02-1032	06 TAN ISSUANCE COSTS	0.24
02-1033	06 TAN AMORTIZATION	0.00
02-1035	DUE FROM TCDP GRANT	0.00
02-1036	DUE FROM INV. FUND-TX NOTE 06	17,796.18
02-1037	DUE TO INVESTMENT - WTR. TOWER	383,869.80
02-1039	WATER TREATMENT PLANT	6,826,216.77
02-1040	WW TRMT PLANT RES.	0.00
02-1050	CASH IN BANK-TRMT PLANT	851.75
02-1060	CIP - NEW WATER WELL PROJECT	527.77
02-1065	CIP - LUBBOCK HWY LIFTSTATION	0.16
02-1070	CIP - ELEVATED STORAGE TANK	1,032,942.24
02-1075	CIP - WATER MAIN IMP, HWY 87	333,596.52
		17,672,765.69
TOTAL ASSETS		17,672,765.69

02 -WATER & WASTEWATER ENTER.

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
LIABILITIES		
=====		
02-2010	DUE TO LAMESA EDC	0.00
02-2013		0.00
02-2025	REVENUE RECOVERY LIABILITY	(236.77)
02-2026	REVENUE RECOVERY FEES	1,769.45
02-2027	UNDEPOSITED METER DEPOSIT	0.00
02-2028	WATER DEPOSITS	248,362.98
02-2029	T.M.R.S. PAYABLE	0.00
02-2030	F.I.C.A. PAYABLE	753.00
02-2031	VOUCHERS PAYABLE	0.00
02-2032	BONDS PAYABLE-PRISON	0.00
02-2033	CONTRIBUTED BY DEVELOPERS	255,845.00
02-2034	CONTRIBUTED BY U.S. GOV'T	236,875.39
02-2035	RES.RETIRE.OF BONDS & INT	0.00
02-2036	EARNED SURPLUS INVESTED	0.00
02-2037	EARNED SURPLUS UNAPPROPR.	0.00
02-2038	INT. ON B.F. INVESTMENT	0.00
02-2039	TRANS. FOR RET. OF BONDS	0.00
02-2040	OPERATING TRANSFER	0.00
02-2041	BOND INTEREST EXPENSE	0.00
02-2042	HANDLING FEES	0.00
02-2043	CAPITAL PROJECT FUNDS	440,420.21
02-2045	PROV.COMPENSATED ABSENCES	41,490.02
02-2046	DUE TO/FROM GENERAL FUND	0.00
02-2047	DUE TO SOLID WASTE	0.00
02-2048	DUE TO RISK MGT & SAFETY	0.00
02-2049	1992 C.O. DEBT NON CURRENT	0.00
02-2050	NOTE PAYABLE- 2006 TAX NOTES	0.00
02-2051	NOTE PAYABLE-CAT FINANCE	0.00
02-2052	LEASE PAYABLE-AAIG(NON-CURRENT)	569,068.78
02-2053	NOTES PAYABLE-WSB (NONCURREN).	(0.40)
02-2054	BONDS PAYABLE - USDA	4,561,000.00
02-2055	CONTRIBUTED CAPITAL-TCDP	864,400.00
02-2056	CONTRIBUTED CAPITAL-TDCJ	133,567.10
02-2057	DUE TO G/F - LAND PURCHASE	0.00
02-2058	DUE TO SWMF - LAND PURCHASE	75,000.00
02-2059	DUE TO CAP. PROJ.-LAND PURCHAS	0.00
02-2060	AFLAC PRE-TAX	0.00
02-2061	DUE TO/FROM GOLF COURSE FUND	0.00
02-2070	GROUP INS. PRE-TAX	0.00
02-2085	AFLAC PRE-TAX	0.00
02-2090	AFLAC POST TAX	0.00
02-2095	VISION INS. PAYABLE	0.42
02-2160	ACCRUED PAYROLL LIABILITY	12,774.00
02-2900	CURRENT PORTION 91 C.O.'S	0.00
02-2901	CURRENT PORTION - USDA	70,000.00
02-2902	CURRENT PORTION-2006 TAN	0.00
02-2903	CURRENT PORTION-CAT FINANCE	0.00
02-2904	LEASE PAYABLE-AAIG (CURRENT)	163,902.00
02-2905	NOTES PAYABLE-WSB (CURRENT)	(0.33)

02 -WATER & WASTEWATER ENTER.

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
02-2906	NOTES PAYABLE-SOUTH PLAINS COM	0.00
02-2909	TAX NOTE 2013 - ST	97,000.00
02-2910	TAX NOTE 2013 L-T	512,000.00
02-2911	CURRENT PORTION COMP ABSE	11,701.80
02-2912	TAX NOTE 2013-A L-T	747,000.00
02-2913	TAX NOTE 2013A - S-T	142,000.00
02-2914	TAX NOTE 2014 L-T	401,605.00
02-2915	TAX NOTE 2014 S-T	0.00
02-2920	DEFERRED REV-LIFTSTATION PROJ.	0.00
02-2925	CONJ. USE SERIES 2011-NONCURRE	1,564,289.00
02-2926	CONJ USE SERIES 2011-CURRENT	68,324.00
02-2927	REFUNDING 2010 - NON CURRENT	84,357.00
02-2928	REFUNDING SERIES 2010-CURRENT	16,279.00
02-2929	RECLAMATION 2010 - NON CURRENT	331,408.00
02-2930	RECLAMATION 2010 - CURRENT	79,299.00
02-2931	GROUNDWATER 2009-NON CURRENT	362,949.00
02-2932	GROUNDWATER 2009 - CURRENT	18,485.00
02-2933	GROUNDWATER 2008 - NONCURRENT	731,762.00
02-2934	GROUNDWATER 2009 - CURRENT	46,767.00
02-2935	GROUNDWATER 2005-NONCURRENT	395,107.00
02-2936	GROUNDWATER 2005 - CURRENT	88,972.00
02-2937	GROUNDWATER 2012-NONCURRENT	946,964.00
02-2938	GROUNDWATER 2012-CURRENT	14,237.00
02-2999	PROFIT & LOSS	0.00
	TOTAL LIABILITIES	14,335,496.65
EQUITY		
02-3001	FUND BALANCE	3,448,221.53
02-3002	RESERVE-UTILITY SYSTEM IMPROV	0.00
02-3010	C.O. INTEREST	0.00
02-3012	TAN INTEREST	0.00
	TOTAL BEGINNING EQUITY	3,448,221.53
	TOTAL REVENUE	1,966,202.80
	TOTAL EXPENSES	2,077,155.29
	TOTAL REVENUE OVER/(UNDER) EXPENSES	(110,952.49)
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	3,337,269.04
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.	<u>17,672,765.69</u>

03 -SOLID WASTE ENTERPRISE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
ASSETS		
03-1001	CASH IN BANK	485,510.10
03-1002	CASH IN BANK - DEBT SERVICE	0.00
03-1003	CASH IN BANK - CAPITAL RESERVE	0.00
03-1004	DUE FROM GENERAL FUND	0.00
03-1005	DUE FROM WASTEWATER	0.00
03-1006	DUE FROM WWF- LAND PURCHASE	75,000.00
03-1007	DUE FROM INVESTMENTS-DEBT SERV	0.00
03-1008	DUE FROM INV.-CAPITAL RESERVE	116,475.59
03-1010	UNAMORTIZED TAN ISSUE COSTS	0.00
03-1011	GARBAGE CHG. RECEIVABLE	94,820.05
03-1012	UNCOLLECTIBLE GARB.CHGS.	9,862.99
03-1013	GRANT PROCEEDS RECEIVABLE	0.00
03-1014	LAND	143,957.00
03-1015	BUILDINGS	2,304,363.61
03-1019	AUTOMOTIVE & MISC.EQUIP.	4,301,082.77
03-1020	DUE FROM INVESTMENT FUND	0.00
03-1021	CAPITAL EQUIPMENT RESERVE	44,750.63
03-1022	POST CLOSURE RESERVE	609,503.23
03-1023	ENVIROMENTAL OPER CENTER RES	0.00
03-1024	RESERVE FOR TAN I&S	0.00
03-1027	05 TAN ISSUANCE COSTS	0.00
03-1028	ACCUM. AMORT-ISSUANCE COSTS	0.27
03-1030	CIP - NEW LANDFILL CELL #4	0.45
03-1050	ACCUMULATED DEPRECIATION	4,372,648.38
		3,792,950.89
TOTAL ASSETS		<u>3,792,950.89</u>

LIABILITIES

03-2010	DUE TO/FROM GENERAL FUND	0.00
03-2013		0.00
03-2020	DUE TO/FROM WASTE WATER	0.00
03-2021	POSTCLOSURE RESERVE	0.00
03-2022	DUE TO RISK MGT & SAFETY	0.00
03-2030	CONTRIBUTED CAPITAL - SCALE	41,191.00
03-2040	TAN INTEREST EXPENSE	0.00
03-2041	BOND INTEREST EXPENSE	0.00
03-2042	LOSS ON EQUIPMENT	0.00
03-2044	CUR.PROV FOR COMP.ABSENCE	5,522.47
03-2045	PROV-COMPENSATED ABSENCE	19,578.84
03-2049	1992 C.O. DEBT NON-CURRENT	0.00
03-2050	N/P - CATEPILLAR (DOZER)	0.25
03-2051	EST.LIAB.LANDFILL CLOSURE	493,535.18
03-2052	OUTSOURCE LEASE-MAD VAC S-T	0.00
03-2053	CATEPILLAR LEASE - S-T	0.15
03-2054	2005 TAX NOTE -CURRENT PORTION	0.00
03-2055	N/P CATERPILLAR (BULLDOZER)	0.31
03-2056	TAN I&S INTEREST	0.00

03 -SOLID WASTE ENTERPRISE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE	
03-2060	AFLAC PRE-TAX	0.00	
03-2065	N/P KSB - GARBAGE TRUCK	0.00	
03-2070	GROUP INS. PRE-TAX	0.00	
03-2085	AFLAC PRE-TAX	0.00	
03-2090	AFLAC POST TAX	0.00	
03-2095	VISION INS. PAYABLE	0.00	
03-2096	N/P-CATERPILLAR 930H - LT	68,959.00	
03-2097	N/P - CATERPILLAR 930H - ST	21,576.00	
03-2098	N/P CATERPILLAR (BACKHOE) ST	45,375.00	
03-2160	ACCRUED PAYROLL LIABILITY	7,998.00	
03-2165	N/P MACK TRUCK W/ SIDELOAD -LT	80,732.00	
03-2166	N/P MACK TRUCK W/ SIDELOAD -ST	38,087.00	
03-2901	CURRENT PORTION 92 C.O.'S	24,875.00	
03-2902	CURRENT PORTION-1997 TAN	52,767.00	
03-2903	OUTSOURCE LEASE- MAD VAC L-T	0.00	
03-2904	CATERPILLAR LEASE - L-T	0.00	
03-2905	2005 TAX NOTE (LT)	0.00	
03-2910	TAX NOTE 2012 - LT	544,400.00	
03-2911	TAX NOTE 2012 - ST	128,700.00	
	TOTAL LIABILITIES		1,573,296.08
EQUITY			
03-3001	FUND BALANCE	2,038,585.13	
03-3002	INVESTMENT IN PROPERTY	0.00	
03-3003	UNRESERVED FUND BALANCE	0.00	
03-3004	POSTCLOSURE RESERVE	107,228.18	
03-3005	RESERVE ENVIROMENTAL OPER CNTR	0.00	
03-3010	C.O. INTEREST	0.00	
03-3012	TAN INTEREST	0.00	
	TOTAL BEGINNING EQUITY	2,145,813.31	
	TOTAL REVENUE	949,202.50	
	TOTAL EXPENSES	875,361.00	
	TOTAL REVENUE OVER/(UNDER) EXPENSES	73,841.50	
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.		2,219,654.81
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.		<u>3,792,950.89</u>

18 -MUNICIPAL GOLF COURSE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE	
<u>ASSETS</u>			
=====			
18-1001	CASH	(132,508.13)	
18-1005	GOLF FEES RECEIVABLE	29,908.70	
18-1020	LAND IMPROVEMENTS	79,362.32	
18-1021	EQUIPMENT	169,603.08	
18-1022	DEPRECIATION	(102,637.00)	
18-1023	BUILDINGS & IMPROVEMENTS	12,143.00	
18-1028	SALES TAX RECEIVABLE	0.00	
18-1030	DUE TO/FROM WATER FUND	0.00	
			55,871.97
TOTAL ASSETS			<u>55,871.97</u>
<u>LIABILITIES</u>			
=====			
18-2010	DUE TO/FROM GENERAL FUND	0.00	
18-2013	NOTES PAYABLE-OUTSOURCE/CURR.	0.00	
18-2014	SALES TAX PAYABLE	0.00	
18-2015	NOTE PAYABLE-WELL FARGO-CURREN	0.00	
18-2016	DUE TO RISK MGMT.	96,624.00	
18-2017	NOTES PAYABLE	0.00	
18-2018	NOTES PAYABLE - OUTSOURCE	0.00	
18-2044	COMP. ABSENCES - CURRENT	2,213.21	
18-2045	COMP. ABSENCES - LONG TERM	7,845.11	
18-2160	ACCRUED PAYROLL LIABILITY	1,832.00	
18-2902	RANGE BALL SERVER -ST PORTION	8,975.00	
18-2903	PNC GOLF CAR LEASE - LT	16,115.00	
18-2904	PNC GOLF CAR LEASE - ST	9,668.00	
18-2906	RANGE BALL SERVER- LT PORTION	9,575.00	
	TOTAL LIABILITIES		152,847.32
<u>EQUITY</u>			
=====			
18-3001	FUND BALANCE	(77,348.52)	
	TOTAL BEGINNING EQUITY	(77,348.52)	
	TOTAL REVENUE	101,919.09	
	TOTAL EXPENSES	121,545.92	
	TOTAL REVENUE OVER/(UNDER) EXPENSES	(19,626.83)	
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	(96,975.35)	
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.		<u>55,871.97</u>

18 -MUNICIPAL GOLF COURSE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE	
ASSETS			
18-1001	CASH	132,508.13)	
18-1005	GOLF FEES RECEIVABLE	29,908.70	
18-1020	LAND IMPROVEMENTS	79,362.32	
18-1021	EQUIPMENT	169,603.08	
18-1022	DEPRECIATION	102,637.00)	
18-1023	BUILDINGS & IMPROVEMENTS	12,143.00	
18-1028	SALES TAX RECEIVABLE	0.00	
18-1030	DUE TO/FROM WATER FUND	0.00	
			55,871.97
TOTAL ASSETS			55,871.97
LIABILITIES			
18-2010	DUE TO/FROM GENERAL FUND	0.00	
18-2013	NOTES PAYABLE-OUTSORCE/CURR.	0.00	
18-2014	SALES TAX PAYABLE	0.00	
18-2015	NOTE PAYABLE-WELL FARGO-CURREN	0.00	
18-2016	DUE TO RISK MGMT.	96,624.00	
18-2017	NOTES PAYABLE	0.00	
18-2018	NOTES PAYABLE - OUTSOURCE	0.00	
18-2044	COMP. ABSENCES - CURRENT	2,213.21	
18-2045	COMP. ABSENCES - LONG TERM	7,845.11	
18-2160	ACCRUED PAYROLL LIABILITY	1,832.00	
18-2902	RANGE BALL SERVER -ST PORTION	8,975.00	
18-2903	PNC GOLF CAR LEASE - LT	16,115.00	
18-2904	PNC GOLF CAR LEASE - ST	9,668.00	
18-2906	RANGE BALL SERVER- LT PORTION	9,575.00	
	TOTAL LIABILITIES		152,847.32
EQUITY			
18-3001	FUND BALANCE	77,348.52)	
	TOTAL BEGINNING EQUITY	77,348.52)	
	TOTAL REVENUE	101,919.09	
	TOTAL EXPENSES	121,545.92	
	TOTAL REVENUE OVER/(UNDER) EXPENSES	19,626.83)	
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	(96,975.35)	
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.		55,871.97

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 20

SUBJECT: INVESTMENT REPORT
SUBMITTED BY: Finance Director
EXHIBITS: Investment Report

SUMMARY STATEMENT

Finance Director to report on the city's investments for the second quarter of FY 2015-2016.

COUNCIL ACTION

No City Council action required.

CITY MANAGER'S MEMORANDUM

Finance Director will provide report at City Council meeting.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 21

SUBJECT: CITY MANAGER REPORT
SUBMITTED BY: City Manager

SUMMARY STATEMENT

City Manager to report on current activities and answer questions from the City Council, including:

- Lamesa Youth Day Event, on Saturday, May 14 from 10 a.m. to 10 p.m. sponsored by Crestview Baptist Church and Faith Temple at Forrest Park (under the exception to Noise Ordinance, for religious gatherings).
- Update on Lift Station repair at old Wastewater Plant

COUNCIL ACTION

No City Council action required.

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 22

SUBJECT: EXECUTIVE SESSION

SUBMITTED BY: City Manager

SUMMARY STATEMENT

Council to consider convening into closed executive session regarding Deliberation Regarding Personnel Matters with the provisions of the Texas Open Meetings Act (Chapter 551.074 Texas Government Code). No action will be taken in closed session. The Council will reconvene into open session after the completion of the executive session.

- A. Assignment of duties related to Firearms

**CERTIFIED AGENDA: EXECUTIVE SESSION OF
THE CITY COUNCIL OF THE CITY OF LAMESA, TEXAS**

On this day, April 19, 2016, at a regular meeting of the City Council of the City of Lamesa, Texas the Council adjourned into a closed executive session; notice of said session having been given by a notice posted at the City Hall, 601 South First Street at least seventy-two hours in advance.

A. ANNOUNCEMENT BY PRESIDING OFFICER:

"The City Council will begin its executive session on April 19, 2016, at _____
P.M."

The subject matter of each executive session deliberation is as follows:

Deliberation Regarding Personnel Matters; A governmental body may conduct a closed meeting to deliberate the duties assigned related to Firearms if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person with the provisions of the Texas Open Meetings Act (Chapter 551.72 Texas Government Code).

- a. Assignment of duties related to Firearms

RECORD OF ACTION TAKEN: _____.

B. ANNOUNCEMENT BY PRESIDING OFFICER:

"The City Council has completed its executive session on April 19, 2016 at
_____ P.M."

C. CERTIFICATION:

I hereby certify that this agenda of an executive session of the City Council of the City of Lamesa, Texas is a true and correct record of the proceedings pursuant Texas Open Meetings Act (Chapter 551, Government Code).

WITNESS my hand this _____, 2016.

Dave Nix, Mayor

City Council Agenda

City of Lamesa, Texas

DATE OF MEETING: APRIL 19, 2016

AGENDA ITEM: 23

ADJOURNMENT: Announcement by the Mayor- "The next regularly scheduled meeting of the City Council of the City of Lamesa will be **May 17, 2016** at 5:30 P.M."