



# CITY COUNCIL AGENDA

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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, MARCH 15, 2016, 601 SOUTH FIRST STREET, FOR THE PURPOSE OF CONSIDERING AND TAKING OFFICIAL ACTION ON THE FOLLOWING ITEMS:

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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 February 16, 2016).
  - b. **BILLS FOR FEBRUARY 2016:** Approval of the bills paid by the City of Lamesa for the months of February 2016.
4. **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.
5. **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.
6. **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 31<sup>st</sup>, 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.
7. **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.
8. **OWNERSHIP OF HISTORIC MURAL FROM OLD POST OFFICE:** Discussion and possible action regarding the City of Lamesa accepting ownership of the historic mural (federally-owned art work) from Old Post Office, currently owned by the Lamesa Independent School District.

- 9. GENERAL ELECTION:** Consider passing an ordinance on 1<sup>ST</sup> 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.
- 10. SPECIAL ELECTION:** Consider passing an ordinance on 1<sup>st</sup> 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.
- 11. WEST TEXAS YOUTH BASEBALL AND SOFTBALL INC. REQUEST FOR DISCOUNTED PRICING FOR USE OF WEAVER SPORTS COMPLEX:** Consider approval to discount fees and/or waiver of fees for lease of the Weaver Sports Complex by West Texas Youth Baseball and Softball Inc.
- 12. ATMOS RATEMAKING RESOLUTION:** Consider passing a resolution of the City Council of the City of Lamesa, Texas approving a negotiated resolution between the Atmos West Texas Cities Steering Committee ("WTX Cities" and Atmos Energy Corp. West Texas Division regarding the company's 2015 rate review mechanism filing.
- 13. REVISION TO CURFEW ORDINANCE:** Consider amending and extending Ordinance O-10-13, Section 8.06.001 of the City of Lamesa Code of Ordinances to a ending time of 4:00 P.M.
- 14. BUDGET AMENDMENT II:** Consider amending Ordinance No.O-14-15 on first reading with respect to October 1, 2015 fiscal year budget.
- 15. 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.
- 16. UTILITIES DIRECTOR REPORT:** Utilities Director to report on the city's recent events:
- a. CRMWA Waterline Repair
- 17. FINANCIAL REPORT:** Finance Director to report on the city's finances.
- 18. CITY MANAGER REPORT:** City Manager to report on current activities and answer questions from the City Council.
- Closure and cost of City Gas Tanks.
- 19. 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.
- 20. ADJOURNMENT:**  
*The next regularly scheduled meeting of the City Council of the City of Lamesa will be April 19, 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., March 11<sup>th</sup>, 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: MARCH 15, 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: MARCH 15, 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 February 16, 2016.
- b. **BILLS FOR February 2016:** Approval of the bills paid by the City of Lamesa for the month of February, 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:  
FEBRUARY 16, 2016**

On this the 16th day of February, 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 6 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
ABSENT	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
ABSENT	RUSSELL CASSELBERRY	CITY ATTORNEY

**Members of the public present at the meeting:**

Herrel Hallmark	Steve Swift	Nathan Tafoya	Wayne Smith
Ernest Ogeda	Dionicio Garza Jr.	Bill Smryl	Victor Dimas
Sylvia Dimas	Jason Pucket	Joey Rivas	Chief Dale Alwan
Sandy Trevino	Leticia Dimas	Scott Leonard	Wayne Chapman

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 January 19, 2015 and January 28, 2016 (Special Called Meeting).
- b. **BILLS FOR January 2016:** Approval of the bills paid by the City of Lamesa for the months of January, 2016.

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

VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0

**2016 SPECIAL ELECTION:** Consider passing a resolution ordering and establishing procedures for the City of Lamesa 2016 Special Election for City Council Member – District 1 to be held on Saturday, May 7<sup>th</sup>, 2016 at Forrest Park Community Center, 814 S. Houston Street, Lamesa, Texas.

Motion by Council Member Vera to consider passing a resolution ordering and establishing procedures for the City of Lamesa 2016 Special Election for City Council Member – District 1 to be held on Saturday, May 7<sup>th</sup>, 2016 at Forrest Park Community Center, 814 S. Houston Street, Lamesa, Texas. Motion seconded by Council Member Stevens and upon being put to a vote the motion passed

. VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0

**JOINT ELECTION AGREEMENT WITH LAMESA ISD:** Consider passing a resolution on a Joint Election Agreement between the Lamesa Independent School District and the City of Lamesa to share the use of Forrest Park Community Center at 814 S. Houston, Lamesa, Texas for holding elections.

Motion by Council Member Briseno to consider passing a resolution on a Joint Election Agreement between the Lamesa Independent School District and the City of Lamesa to share the use of Forrest Park Community Center at 814 S. Houston, Lamesa, Texas for holding elections. Motion seconded by Council Member Britt and upon being put to a vote the motion passed.

VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0

**RESOLUTION IN SUPPORT OF PROPOSED DEVELOPMENT OF STONEBRIDGE OF LAMESA AFFORDABLE HOUSING DEVELOPMENT:** Consider passing a resolution supporting the proposed Stonebridge of Lamesa affordable rental housing development to be located at approximately 211 NE 7th Street, Lamesa Texas and the TDHCA Application #16234.

Motion by Council Member Vera to consider passing a resolution supporting the proposed Stonebridge of Lamesa affordable rental housing development to be located at approximately 211 NE 7th Street, Lamesa Texas and the TDHCA Application #16234. Motion seconded by Council Member Britt and upon being put to a vote the motion passed.

VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0

**LEAP PROPOSAL FOR ECONOMIC DEVELOPMENT ASSISTANCE:** Consider approval of LEAP proposal for granting a loan for building improvements at 112 Austin Avenue.

Motion by Council Member Britt to consider approval of LEAP proposal for granting a loan for building improvements at 112 Austin Avenue. Motion seconded by Council Member Gonzales and upon being put to a vote the motion passed.

VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0

**OPEN BIDS FOR STRATEGIC PLANNING SERVICES FOR CITY AND LEDC/LEAP:** City Council to open bids and provide bids for review by City Council, City staff and LEDC/LEAP for consideration of action at March City Council meeting.

City Council to open bids and provide bids for review by City Council, City staff and LEDC/LEAP for consideration of action at March City Council meeting.

**POLICY ON CONCEAL CARRY AND/OR OPEN CARRY OF HANDGUNS OF CITY EMPLOYEES ON CITY-OWNED PROPERTIES:** Consider passing a resolution to amend the Personnel Policy of the City of Lamesa, Texas, by adding Section 5:01.09 "Firearms".

Motion by Council Member Stevens to consider passing a resolution to amend the Personnel Policy of the City of Lamesa, Texas, by adding Section 5:01.09 "Firearms". Motion seconded by Council Member Britt and upon being put to a vote the motion passed.

VOTING:                      "AYE" 6                      "NAY" 0                      "ABSTAIN" 0



Motion by Council Member Stevens to consider passing a resolution to prohibit the carrying of firearms in the City of Lamesa Municipal Building (City Hall). Motion seconded by Council Member Vera and upon being put to a vote the motion passed.

**HISTORIC MURAL FROM OLD POST OFFICE:** Discussion regarding the acceptance of ownership of the historic mural (federally-owned art work) from Old Post Office, currently owned by the Lamesa Independent School District.

**RE-APPOINTMENT – PARK BOARD MEMBERS:** Consider re-appointing Wayne Chapman and Julie Miller to the Park Board for a five (5) year term ending on December 2020. *(Mr. Chapman and Ms. Miller's term expired December 2015. Both individuals agreed to serve.)*

Motion by Council Member Britt to consider re-appointing Wayne Chapman and Julie Miller to the Park Board for a five (5) year term ending on December 2020. Motion seconded by Council Member Gonzales and upon being put to a vote the motion passed.

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

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

VOTING: "AYE" 6 "NAY" 0 "ABSTAIN" 0

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

- a. CRMWA Waterline Repair
- b. Major Sewer Project – (weekend of February 5, 2016)

**FINANCIAL REPORT:** Financial reports for January 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.

**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, March 15, 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, March 9, 2016** in order to be included on the agenda. There being no other business, the meeting is hereby adjourned.”

ATTEST:

APPROVED:

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Norma Garcia  
City Secretary

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Dave Nix  
Mayor

3-11-2016 7:45 AM  
FUND : 01 -GENERAL FUND  
DEPT : N/A

DETAIL LISTING

PAGE: 1

PERIOD TO USE: Feb-2016 THRU Feb-2016  
ACCOUNTS: 1001 THRU 1001

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK							
B E G I N N I N G B A L A N C E										
2/01/16	2/01	A92145	CHK: 188042	11389	DAWSON CO. LIBRARY	1611			630.00CR	630.00CR
2/01/16	2/01	A92146	CHK: 188043	11389	HENRY NORRIS AGENCY	3190			920.00CR	1,550.00CR
2/01/16	2/01	A92147	CHK: 188044	11389	SOUTH PLAINS PUBLIC HEAL	3730			2,455.22CR	4,005.22CR
2/01/16	2/01	A92148	CHK: 188045	11389	VOLUNTEER FIRE DEPARTMEN	4090			400.00CR	4,405.22CR
2/01/16	2/01	A92149	CHK: 188046	11389	DUYCK LARRY	5777			200.00CR	4,605.22CR
2/01/16	2/01	A92150	CHK: 188047	11389	HERNANDEZ, PATRICIO F	5804			200.00CR	4,805.22CR
2/01/16	2/01	A92151	CHK: 188048	11389	DALE ALWAN	5983			200.00CR	5,005.22CR
2/01/16	2/01	A92152	CHK: 188049	11389	BOB THOMAS	5984			200.00CR	5,205.22CR
2/01/16	2/01	A92153	CHK: 188050	11389	JASON WILEY	6025			200.00CR	5,405.22CR
2/01/16	2/01	A92154	CHK: 188051	11389	ISAAC LISCANO	6107			200.00CR	5,605.22CR
2/01/16	2/01	A92155	CHK: 188052	11389	CHARLES WHEELER	6229			200.00CR	5,805.22CR
2/02/16	2/02	A92298	CHK: 188053	11391	ADVANCED ANALYSIS & LAB	1022			166.98CR	5,972.20CR
2/02/16	2/02	A92299	CHK: 188054	11391	ALL-AMERICAN PUMP & MACH	1048			2,168.81CR	8,141.01CR
2/02/16	2/02	A92300	CHK: 188055	11391	DPC INDUSTRIES INC	1570			1,336.30CR	9,477.31CR
2/02/16	2/02	A92301	CHK: 188056	11391	DAVIS FURNITURE COMPANY	1600			762.84CR	10,240.15CR
2/02/16	2/02	A92303	CHK: 188058	11391	TYLER TECHNOLOGIES	2310			150.00CR	10,390.15CR
2/02/16	2/02	A92304	CHK: 188059	11391	MAYFIELD PAPER COMPANY	2957			302.40CR	10,692.55CR
2/02/16	2/02	A92305	CHK: 188060	11391	NIX IMPLEMENT	3180			3.88CR	10,696.43CR
2/02/16	2/02	A92306	CHK: 188061	11391	WARREN CAT	4122			425.62CR	11,122.05CR
2/02/16	2/02	A92307	CHK: 188062	11391	WASTE SYSTEMS	4124			956.87CR	12,078.92CR
2/02/16	2/02	A92308	CHK: 188063	11391	SPIKE DYKES	5651			43.59CR	12,122.51CR
2/02/16	2/02	A92309	CHK: 188064	11391	THE GREENHOUSE NURSERY &	5707			200.00CR	12,322.51CR
2/02/16	2/02	A92310	CHK: 188065	11391	GREAT AMERICA FINANCIAL	5734			384.30CR	12,706.81CR
2/02/16	2/02	A92311	CHK: 188066	11391	NORTHLAND COMMUNICATIONS	5800			82.64CR	12,789.45CR
2/02/16	2/02	A92312	CHK: 188067	11391	THOMSON REUTERS	5871			303.16CR	13,092.61CR
2/02/16	2/02	A92313	CHK: 188068	11391	NEW YORK LIFE	5921			283.70CR	13,376.31CR
2/02/16	2/02	A92314	CHK: 188069	11391	CITY OF ABILENE, TEXAS	5953			135.00CR	13,511.31CR
2/02/16	2/02	A92315	CHK: 188070	11391	DLL FINANCE LLC	5958			885.58CR	14,396.89CR
2/02/16	2/02	A92316	CHK: 188071	11391	PNC EQUIPMENT FINANCE,LL	5960			584.29CR	14,981.18CR
2/02/16	2/02	A92317	CHK: 188072	11391	THE PIT STOP AUTO DETAIL	6132			75.00CR	15,056.18CR
2/02/16	2/02	A92318	CHK: 188073	11391	RAIN FOR RENT	6281			2,506.00CR	17,562.18CR
2/02/16	2/02	A92319	CHK: 188074	11396	ATMOS ENERGY	1730			4,311.58CR	21,873.76CR
2/02/16	2/02	A92320	CHK: 188075	11396	TEXAS MUNICIPAL RETIREME	3973			68.98CR	21,942.74CR
2/02/16	2/02	A92321	CHK: 188076	11396	WINDSTREAM COMMUNICATION	4460			1,696.26CR	23,639.00CR
2/02/16	2/02	A92323	CHK: 188078	11396	DUYCK LARRY	5777			469.75CR	24,108.75CR
2/03/16	2/03	A92327	CHK: 188079	11405	LAMESA CHAMBER OF COMMER	1457			600.00CR	24,708.75CR
2/03/16	2/03	A92328	CHK: 188080	11405	MAYFIELD PAPER COMPANY	2957			1,820.47CR	26,529.22CR
2/03/16	2/03	A92331	CHK: 188083	11405	WARREN CAT	4122			1,962.91CR	28,492.13CR
2/03/16	2/03	A92332	CHK: 188084	11405	GE GOVERNMENT FINANCE IN	5180			48,008.26CR	76,500.39CR
2/03/16	2/04	A92371	CHK: 188085	11406	LAMESA PRESS REPORTER	2590			98.10CR	76,598.49CR
2/03/16	2/04	A92372	CHK: 188086	11406	LYNTEGAR ELECTRIC COOP	2728			153.27CR	76,751.76CR
2/03/16	2/04	A92373	CHK: 188087	11406	HENRY NORRIS AGENCY	3190			81.00CR	76,832.76CR
2/03/16	2/04	A92374	CHK: 188088	11406	ROSE PLUMBING & SEPTIC	3560			176.26CR	77,009.02CR

3-11-2016 7:45 AM  
FUND : 01 -GENERAL FUND  
DEPT : N/A

DETAIL LISTING

PAGE: 2

PERIOD TO USE: Feb-2016 THRU Feb-2016

ACCOUNTS: 1001 THRU 1001

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

1001 CASH IN BANK \* ( CONTINUED ) \*

2/03/16	2/04	A92375	CHK: 188089	11406	STANDARD INSURANCE CO	3782		795.64CR	77,804.66CR
2/03/16	2/04	A92376	CHK: 188090	11406	SALAZAR JANITORIAL SERVI	4610		900.00CR	78,704.66CR
2/03/16	2/04	A92377	CHK: 188091	11406	CRAFCO TEXAS, INC.	4990		100.95CR	78,805.61CR
2/03/16	2/04	A92378	CHK: 188092	11406	SKTR, INC.	5798		387.25CR	79,192.86CR
2/03/16	2/04	A92379	CHK: 188093	11406	ADVANCED BUSINESS SOLUTI	5870		166.98CR	79,359.84CR
2/03/16	2/04	A92380	CHK: 188094	11406	GDF SUEZ ENERGY RESOURCE	5905		296.33CR	79,656.17CR
2/03/16	2/04	A92381	CHK: 188095	11406	SOLENIS	6073		1,526.11CR	81,182.28CR
2/03/16	2/04	A92382	CHK: 188096	11406	THE POLICE AND SHERIFFS	6106		17.49CR	81,199.77CR
2/03/16	2/04	A92383	CHK: 188097	11406	HOLTZ INDUSTRIES INC	6130		133.10CR	81,332.87CR
2/03/16	2/04	A92384	CHK: 188098	11406	SMITH FANS INC,	6248		6,250.00CR	87,582.87CR
2/03/16	2/04	A92385	CHK: 188099	11406	GONZALES WELDING	6254		60.00CR	87,642.87CR
2/03/16	2/04	A92386	CHK: 188100	11406	O'ROURKE PETROLEUM	6284		2,210.00CR	89,852.87CR
2/03/16	2/04	A92387	CHK: 188101	11406	MUNICIPAL CODE CORPORATI	6296		56.00CR	89,908.87CR
2/04/16	2/04	A92369	CHK: 188117	11417	MARIA CAMPOS	1		50.00CR	89,958.87CR
2/04/16	2/04	A92370	CHK: 188118	11417	SOUTH PLAINS POLICE CHIE	6065		25.00CR	89,983.87CR
2/04/16	2/04	A92388	CHK: 188102	11416	AUTOMATED CONTROLS	1140		350.97CR	90,334.84CR
2/04/16	2/04	A92389	CHK: 188103	11416	REID BETHEL TIRE CO	1224		746.50CR	91,081.34CR
2/04/16	2/04	A92390	CHK: 188104	11416	GIBBS PRINTING	2030		36.54CR	91,117.88CR
2/04/16	2/04	A92391	CHK: 188105	11416	LAMESA MAILING & PACKING	2588		188.58CR	91,306.46CR
2/04/16	2/04	A92392	CHK: 188106	11416	LAMESA PRESS REPORTER	2590		866.90CR	92,173.36CR
2/04/16	2/04	A92393	CHK: 188107	11416	PAYTON PLUMBING INC	3286		230.00CR	92,403.36CR
2/04/16	2/04	A92394	CHK: 188108	11416	WALMART COMMUNITY/GEGRB	4110		1,047.77CR	93,451.13CR
2/04/16	2/04	A92396	CHK: 188110	11416	LUBBOCK TRUCK SALES, INC	5085		642.69CR	94,093.82CR
2/04/16	2/04	A92397	CHK: 188111	11416	MANDRY TECHNOLOGY SOLUTI	5160		700.00CR	94,793.82CR
2/04/16	2/04	A92398	CHK: 188112	11416	STATE RUBBER & ENVIRONME	5315		1,275.00CR	96,068.82CR
2/04/16	2/04	A92399	CHK: 188113	11416	THE PIT STOP AUTO DETAIL	6132		85.00CR	96,153.82CR
2/04/16	2/04	A92400	CHK: 188114	11416	NATIONAL INDUSTRIAL & SA	6251		1,514.56CR	97,668.38CR
2/04/16	2/04	A92401	CHK: 188115	11416	GONZALES WELDING	6254		240.00CR	97,908.38CR
2/04/16	2/04	A92402	CHK: 188116	11416	CAPROCK IRRIGATION	6297		245.00CR	98,153.38CR
2/08/16	2/08	A92447	CHK: 188119	11424	ADVANCED ANALYSTS & LAB	1022		1,637.00CR	99,790.38CR
2/08/16	2/08	A92449	CHK: 188121	11424	AUTOMOTIVE TECHNOLOGY	1139		204.75CR	99,995.13CR
2/08/16	2/08	A92450	CHK: 188122	11424	B & J WELDING SUPPLY	1180		151.45CR	100,146.58CR
2/08/16	2/08	A92451	CHK: 188123	11424	BIG COUNTRY BG	1226		215.25CR	100,361.83CR
2/08/16	2/08	A92452	CHK: 188124	11424	CAIN ELECTRICAL SUPPLY	1383		361.79CR	100,723.62CR
2/08/16	2/08	A92453	CHK: 188125	11424	LAMESA CHAMBER OF COMMER	1457		2,475.00CR	103,198.62CR
2/08/16	2/08	A92454	CHK: 188126	11424	GEBO'S DISTRIBUTING	2000		1,055.08CR	104,253.70CR
2/08/16	2/08	A92456	CHK: 188128	11424	LAMESA BEARING, INC.	2480		39.50CR	104,293.20CR
2/08/16	2/08	A92457	CHK: 188129	11424	PARKHILL,SMITH & COOPER	3263		1,476.32CR	105,769.52CR
2/08/16	2/08	A92458	CHK: 188130	11424	S & C OIL COMPANY, INC.	3575		13.99CR	105,783.51CR
2/08/16	2/08	A92459	CHK: 188131	11424	WESTERN INDUSTRIAL SUPPL	4240		2,064.00CR	107,847.51CR
2/08/16	2/08	A92460	CHK: 188132	11424	R CERVANTES BODY SHOP	5040		1,213.00CR	109,060.51CR
2/08/16	2/08	A92461	CHK: 188133	11424	TASCOSA OFFICE MACHINES	5115		1,885.28CR	110,945.79CR
2/08/16	2/08	A92463	CHK: 188135	11424	EQUIPMENT SUPPLY CO. INC	5225		148.64CR	111,094.43CR
2/08/16	2/08	A92464	CHK: 188136	11424	O'REILLY AUTOMOTIVE, INC	5618		476.68CR	111,571.11CR
2/08/16	2/08	A92465	CHK: 188137	11424	NAPA AUTO PARTS	5833		1,669.56CR	113,240.67CR
2/08/16	2/08	A92467	CHK: 188139	11424	CITY OF ABILENE, TEXAS	5953		135.00CR	113,375.67CR
2/08/16	2/08	A92468	CHK: 188140	11424	JEANETTE PARRISH	6213		150.00CR	113,525.67CR



3-11-2016 7:45 AM  
FUND : 01 -GENERAL FUND  
DEPT : N/A

DETAIL LISTING

PAGE: 3

PERIOD TO USE: Feb-2016 THRU Feb-2016

ACCOUNTS: 1001 THRU 1001

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1001			CASH IN BANK		* ( CONTINUED ) *					
2/08/16	2/08	A92469	CHK: 188141	11424	GONZALES WELDING	6254			540.00CR	114,065.67CR
2/08/16	2/08	A92470	CHK: 188142	11424	O'ROURKE PETROLEUM	6284			986.70CR	115,052.37CR
2/08/16	2/08	A92471	CHK: 188143	11424	ROBERT K. ORR, O.D.	6299			112.94CR	115,165.31CR
2/08/16	2/08	A92472	CHK: 188144	11424	DAVIS CHIROPRACTIC	6300			85.00CR	115,250.31CR
2/08/16	2/08	A92473	CHK: 188145	11427	ADVANCED ANALYSIS & LAB	1022			724.00CR	115,974.31CR
2/08/16	2/08	A92474	CHK: 188146	11427	TEXAS COMMISSION ON ENVI	3977			3,221.24CR	119,195.55CR
2/08/16	2/08	A92475	CHK: 188147	11427	DAVID S YOUNG	6121			74.01CR	119,269.56CR
2/08/16	2/08	A92476	CHK: 188148	11427	DARREL WILLIAMS	6171			81.00CR	119,350.56CR
2/09/16	2/09	A92493	CHK: 188179	11440	JOHN JOINER - ELEMENT	6301			500.00CR	119,850.56CR
2/09/16	2/09	A92494	CHK: 188165	11439	JOHN JOINER - ELEMENT	6301			500.00CR	120,350.56CR
2/09/16	2/09	A92496	CHK: 000000	11430	INTERNAL REVENUE SERVICE	5832			31,321.55CR	151,672.11CR
2/09/16	2/09	A92497	CHK: 188149	11430	CAPROCK FEDERAL CREDIT U	1390			16,654.34CR	168,326.45CR
2/09/16	2/09	A92498	CHK: 188150	11430	PAYROLL FUND	3270			61,809.76CR	230,136.21CR
2/09/16	2/09	A92499	CHK: 188151	11430	TX CHILD SUPPORT SDU	5634			334.15CR	230,470.36CR
2/09/16	2/09	A92500	CHK: 188152	11430	CITY OF LAMESA HEALTH IN	5790			56,000.00CR	286,470.36CR
2/09/16	2/09	A92501	CHK: 188153	11430	TEXAS CHILD SUPPORT DISB	5811			184.62CR	286,654.98CR
2/09/16	2/09	A92502	CHK: 188154	11430	TX CHILD SUPPORT SDU	5829			115.38CR	286,770.36CR
2/09/16	2/09	A92503	CHK: 188155	11430	TEXAS CHILD SUPPORT DISB	5859			500.90CR	287,271.26CR
2/09/16	2/09	A92504	CHK: 188156	11430	TX CHILD SUPPORT SDU	5882			276.92CR	287,548.18CR
2/09/16	2/09	A92505	CHK: 188157	11430	STAHL,TERRI	5940			71.28CR	287,619.46CR
2/09/16	2/09	A92506	CHK: 188158	11430	AIRMEDCARE NETWORK	5975			1,980.00CR	289,599.46CR
2/09/16	2/09	A92507	CHK: 188159	11430	TX CHILD SUPPORT SDU	5982			113.08CR	289,712.54CR
2/09/16	2/09	A92508	CHK: 188160	11430	JAE FITNESS	6023			180.21CR	289,892.75CR
2/09/16	2/09	A92509	CHK: 188161	11430	TEXAS CHILD SUPPORT DISB	6036			230.77CR	290,123.52CR
2/09/16	2/09	A92510	CHK: 188162	11430	TX CHILD SUPPORT SDU	6059			46.15CR	290,169.67CR
2/09/16	2/09	A92511	CHK: 188163	11430	TX CHILD SUPPORT SDU	6061			76.15CR	290,245.82CR
2/09/16	2/09	A92512	CHK: 188164	11430	TG	6222			113.12CR	290,358.94CR
2/09/16	2/10	A92523	CHK: 188166	11438	ADVANCED ANALYSIS & LAB	1022			149.00CR	290,507.94CR
2/09/16	2/10	A92524	CHK: 188167	11438	MOTOROLA SOULTIONS INC.	3105			2,102.40CR	292,610.34CR
2/09/16	2/10	A92525	CHK: 188168	11438	QUILL CORPORATION	3430			395.90CR	293,006.24CR
2/09/16	2/10	A92527	CHK: 188170	11438	SHARE CORPORATION	3705			2,386.78CR	295,393.02CR
2/09/16	2/10	A92528	CHK: 188171	11438	SOUTH PLAINS COMMUNICATI	3729			3,142.50CR	298,535.52CR
2/09/16	2/10	A92530	CHK: 188173	11438	CAVAZOS METAL WORK	4890			1,550.00CR	300,085.52CR
2/09/16	2/10	A92531	CHK: 188174	11438	CREATIVE INKS	5035			152.00CR	300,237.52CR
2/09/16	2/10	A92532	CHK: 188175	11438	MANDRY TECHNOLOGY SOLUTI	5160			350.00CR	300,587.52CR
2/09/16	2/10	A92533	CHK: 188176	11438	INTERNATIONAL CODE COUNC	5405			51.50CR	300,639.02CR
2/09/16	2/10	A92534	CHK: 188177	11438	GREAT AMERICA FINANCIAL	5734			167.00CR	300,806.02CR
2/09/16	2/10	A92535	CHK: 188178	11438	SIERRA SPRINGS	6114			64.08CR	300,870.10CR
2/10/16	2/10	A92514	CHK: 000000	11442	INTERNAL REVENUE SERVICE	5832			124.46CR	300,994.56CR
2/10/16	2/10	A92515	CHK: 188180	11442	PAYROLL FUND	3270			673.66CR	301,668.22CR
2/10/16	2/10	A92517	CHK: 188181	11446	PAYROLL FUND	3270			673.66CR	302,341.88CR
2/10/16	2/10	A92518	CHK: 188182	11447	TEXAS SAFETY SERVICES	6120			500.00CR	302,841.88CR
2/10/16	2/11	A92565	CHK: 188183	11453	AUTOMOTIVE TECHNOLOGY	1139			150.00CR	302,991.88CR
2/10/16	2/11	A92566	CHK: 188184	11453	REID BETHEL TIRE CO	1224			506.45CR	303,498.33CR
2/10/16	2/11	A92567	CHK: 188185	11453	THE COUNTRY STORE	1540			93.70CR	303,592.03CR
2/10/16	2/11	A92568	CHK: 188186	11453	HIGGINBOTHAM'S GENERAL O	2180			1,430.93CR	305,022.96CR
2/10/16	2/11	A92571	CHK: 188189	11453	HELENA CHEMICAL COMPANY	2260			46.25CR	305,069.21CR

3-11-2016 7:45 AM		D E T A I L L I S T I N G				PAGE: 4			
FUND : 01 -GENERAL FUND		PERIOD TO USE: Feb-2016 THRU Feb-2016							
DEPT : N/A		ACCOUNTS: 1001 THRU 1001							
POST	DATE	TRAN #	REFERENCE	PACKET=====DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
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2/10/16	2/11	A92572	CHK: 188190	11453 TYLER TECHNOLOGIES	2310			455.50CR	305,524.71CR
2/10/16	2/11	A92573	CHK: 188191	11453 LAMESA TIRE & BATTERY	2645			395.00CR	305,919.71CR
2/10/16	2/11	A92574	CHK: 188192	11453 TMCCP	4670			300.00CR	306,219.71CR
2/10/16	2/11	A92575	CHK: 188193	11453 AMERICAN EXPRESS	4880			4,017.98CR	310,237.69CR
2/10/16	2/11	A92578	CHK: 188196	11453 ASSOCIATED SUPPLY COMPAN	5340			8,169.20CR	318,406.89CR
2/10/16	2/11	A92579	CHK: 188197	11453 ROADMASTER DIESEL SERVIC	5728			1,288.69CR	319,695.58CR
2/10/16	2/11	A92580	CHK: 188198	11453 F & F TECHNIQUES	5893			1,800.00CR	321,495.58CR
2/10/16	2/11	A92581	CHK: 188199	11453 EMERGENCY COMMUNICATIONS	5895			11,000.00CR	332,495.58CR
2/10/16	2/11	A92582	CHK: 188200	11453 PNC EQUIPMENT FINANCE,LL	5960			805.70CR	333,301.28CR
2/10/16	2/11	A92583	CHK: 188201	11453 AMERICAN SAFETY & SUPPLY	6099			137.90CR	333,439.18CR
2/10/16	2/11	A92584	CHK: 188202	11453 W-B SUPPLY COMPANY	6123			60.58CR	333,499.76CR
2/10/16	2/11	A92585	CHK: 188203	11453 ERICA UBEDA	6140			350.00CR	333,849.76CR
2/10/16	2/11	A92586	CHK: 188204	11453 GONZALES WELDING	6254			180.00CR	334,029.76CR
2/10/16	2/11	A92587	CHK: 188205	11453 WL CONSTRUCTION SUPPLY,	6293			419.99CR	334,449.75CR
2/10/16	2/11	A92588	CHK: 188206	11453 WILLIAMS BRAKE & TUNE	6302			47.50CR	334,497.25CR
2/10/16	2/11	A92589	CHK: 188207	11453 CHANNING BETE COMPANY, I	6303			123.17CR	334,620.42CR
2/10/16	2/11	A92597	CHK: 188208	11455 CAPROCK IRRIGATION	6297			89.62CR	334,710.04CR
2/11/16	2/11	A92590	CHK: 188209	11461 DACO	1580			938.17CR	335,648.21CR
2/11/16	2/11	A92591	CHK: 188210	11461 FULBRIGHT & CASSELBERRY	2090			254.00CR	335,902.21CR
2/11/16	2/11	A92592	CHK: 188211	11461 MORRISON SUPPLY CO	3085			6,590.55CR	342,492.76CR
2/11/16	2/11	A92594	CHK: 188213	11461 MANDRY TECHNOLOGY SOLUTI	5160			1,755.00CR	344,247.76CR
2/11/16	2/11	A92595	CHK: 188214	11461 FESTIVALS OF TEXAS	6111			65.00CR	344,312.76CR
2/11/16	2/11	A92596	CHK: 188215	11461 CRAWFORD RADIATOR SHOP	6259			732.00CR	345,044.76CR
2/11/16	2/11	A92602	CHK: 188216	11466 LAMESA TIRE & BATTERY	2645			506.45CR	345,551.21CR
2/11/16	2/11	A92603	CHK: 188217	11466 K W SHARP INC	3703			4,445.00CR	349,996.21CR
2/11/16	3/01	B50459	Misc 000002	08172 METER POSTAGE		JE# 020210		500.00CR	350,496.21CR
2/12/16	2/12	A92607	CHK: 188218	11462 MARIE BRISENO	1296			594.48CR	351,090.69CR
2/12/16	2/12	A92608	CHK: 188219	11462 JEANETTE PARRISH	6213			150.00CR	351,240.69CR
2/16/16	2/16	A92618	CHK: 188227	11477 K W SHARP INC	3703			4,445.00CR	355,685.69CR
2/16/16	2/16	A92619	CHK: 188228	11477 IBS OF THE SOUTH PLAINS	5867			426.85CR	356,112.54CR
2/16/16	2/16	A92620	CHK: 188229	11477 ALLEN DOGGETT CONSTRUCTI	6290			7,500.00CR	363,612.54CR
2/16/16	2/16	A92621	CHK: 188221	11476 GARZA, DIONICIO JR	1969			84.33CR	363,696.87CR
2/16/16	2/16	A92622	CHK: 188222	11476 LAMESA ECONOMIC DEVELOPM	2555			26,513.64CR	390,210.51CR
2/16/16	2/16	A92623	CHK: 188223	11476 CREATIVE INKS	5035			20.00CR	390,230.51CR
2/16/16	2/16	A92624	CHK: 188224	11476 RAMIREZ, IRMA	5830			22.50CR	390,253.01CR
2/16/16	2/16	A92625	CHK: 188225	11476 IBS OF THE SOUTH PLAINS	5867			119.70CR	390,372.71CR
2/16/16	2/16	A92626	CHK: 188226	11476 LAMESA ECONOMIC ALLIANCE	5942			26,513.64CR	416,886.35CR
2/16/16	2/16	A92627	CHK: 188220	11474 LAMESA CHAMBER OF COMMER	1457			3,270.00CR	420,156.35CR
2/18/16	2/18	A92633	CHK: 188230	11482 RICHARD HOLGATE	1			225.00CR	420,381.35CR
2/18/16	2/18	A92634	CHK: 188231	11482 PARKHILL,SMITH & COOPER	3263			1,395.12CR	421,776.47CR
2/18/16	2/18	A92635	CHK: 188232	11482 WARREN CAT	4122			62.84CR	421,839.31CR
2/18/16	2/18	A92636	CHK: 188233	11482 JOSHUA GUTTERREZ	6010			420.00CR	422,259.31CR
2/18/16	2/18	A92637	CHK: 188234	11482 KELLY BRADLEY	6170			420.00CR	422,679.31CR
2/18/16	2/18	A92638	CHK: 188235	11482 SHAWNA BURKHART	6184			70.36CR	422,749.67CR
2/22/16	2/22	A92644	CHK: 188236	11483 MARIE BRISENO	1296			98.97CR	422,848.64CR
2/22/16	2/22	A92645	CHK: 188237	11483 CANADIAN RIVER MUNICIPAL	1385			53,870.46CR	476,719.10CR
2/22/16	2/22	A92646	CHK: 188238	11483 CITY OF LUBBOCK	1470			5,747.09CR	482,466.19CR

3-11-2016 7:45 AM		D E T A I L L I S T I N G		PAGE: 5	
FUND : 01 -GENERAL FUND				PERIOD TO USE: Feb-2016 THRU Feb-2016	
DEPT : N/A				ACCOUNTS: 1001 THRU 1001	
POST	DATE	TRAN #	REFERENCE	PACKET=====DESCRIPTION=====	VEND INV/JE # NOTE =====AMOUNT===== BALANCE=====
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2/22/16	2/22	A92647	CHK: 188239	11483 WINDSTREAM COMMUNICATION	4460 129.82CR 482,596.01CR
2/22/16	2/22	A92648	CHK: 188240	11483 GDF SUEZ ENERGY RESOURCE	5905 33,709.39CR 516,305.40CR
2/22/16	2/22	A92659	CHK: 188243	11486 CITY OF LAMESA	1465 1,667.65CR 517,973.05CR
2/22/16	2/22	A92661	CHK: 188244	11488 CITY OF LAMESA	1465 781.16CR 518,754.21CR
2/22/16	2/22	A92662	CHK: 188245	11490 DAWSON COUNTY APPRAISAL	1605 10,996.17CR 529,750.38CR
2/22/16	2/22	A92663	CHK: 188246	11490 DAWSON CO. WELFARE ASSOC	1610 188.00CR 529,938.38CR
2/23/16	2/23	A92668	CHK: 000000	11491 INTERNAL REVENUE SERVICE	5832 31,301.76CR 561,240.14CR
2/23/16	2/23	A92669	CHK: 188247	11491 CAPROCK FEDERAL CREDIT U	1390 16,688.75CR 577,928.89CR
2/23/16	2/23	A92670	CHK: 188248	11491 PAYROLL FUND	3270 64,173.53CR 642,102.42CR
2/23/16	2/23	A92671	CHK: 188249	11491 TX CHILD SUPPORT SDU	5634 334.15CR 642,436.57CR
2/23/16	2/23	A92672	CHK: 188250	11491 TEXAS CHILD SUPPORT DISB	5811 184.62CR 642,621.19CR
2/23/16	2/23	A92673	CHK: 188251	11491 TX CHILD SUPPORT SDU	5829 115.38CR 642,736.57CR
2/23/16	2/23	A92674	CHK: 188252	11491 TEXAS CHILD SUPPORT DISB	5859 500.90CR 643,237.47CR
2/23/16	2/23	A92675	CHK: 188253	11491 TX CHILD SUPPORT SDU	5882 276.92CR 643,514.39CR
2/23/16	2/23	A92676	CHK: 188254	11491 AIRMEDCARE NETWORK	5975 55.00CR 643,569.39CR
2/23/16	2/23	A92677	CHK: 188255	11491 TX CHILD SUPPORT SDU	5982 113.08CR 643,682.47CR
2/23/16	2/23	A92678	CHK: 188256	11491 JAE FITNESS	6023 180.21CR 643,862.68CR
2/23/16	2/23	A92679	CHK: 188257	11491 TEXAS CHILD SUPPORT DISB	6036 230.77CR 644,093.45CR
2/23/16	2/23	A92680	CHK: 188258	11491 TX CHILD SUPPORT SDU	6059 46.15CR 644,139.60CR
2/23/16	2/23	A92681	CHK: 188259	11491 TG	6222 113.12CR 644,252.72CR
2/23/16	2/23	U24330	CHECK 188261	14729 REFUND: GARZA, JOHNNY	1019CR 644,262.91CR
2/23/16	2/23	U24330	CHECK 188262	14729 REFUND: CASAREZ, RACHEL	43.89CR 644,306.80CR
2/23/16	2/23	U24330	CHECK 188263	14729 REFUND: PHOENIX FABRICATORS	250.00CR 644,556.80CR
2/23/16	2/23	U24330	CHECK 188264	14729 REFUND: TALON LPE	13.00CR 644,569.80CR
2/23/16	2/23	U24330	CHECK 188265	14729 REFUND: CHAPMAN, BILLY	90.75CR 644,660.55CR
2/24/16	2/24	A92693	CHK: 188270	11498 AFLAC INSURANCE	1020 4,239.20CR 648,899.75CR
2/24/16	2/24	A92694	CHK: 188271	11498 CAPROCK FEDERAL CREDIT U	1390 252.44CR 649,152.19CR
2/24/16	2/24	A92695	CHK: 188272	11498 CITY OF LAMESA	1465 1,772.98CR 650,925.17CR
2/24/16	2/24	A92696	CHK: 188273	11498 TEXAS MUNICIPAL RETIREME	3973 25,590.94CR 676,516.11CR
2/24/16	2/24	A92702	CHK: 188279	11498 CITY OF LAMESA HEALTH IN	5790 781.16CR 677,297.27CR
2/24/16	2/24	A92703	CHK: 188280	11498 LEGAL SHIELD	5900 530.95CR 677,828.22CR
2/24/16	2/24	A92704	CHK: 188281	11498 NEW YORK LIFE	5921 567.40CR 678,395.62CR
2/24/16	2/24	A92705	CHK: 188282	11498 GUARDIAN-APPLETON	6141 629.82CR 679,025.44CR
2/24/16	2/24	A92706	CHK: 188266	11497 TEXAS MUNICIPAL CLERKS C	5065 510.00CR 679,535.44CR
2/24/16	2/24	A92707	CHK: 188267	11497 SMITH, WAYNE	5912 608.66CR 680,144.10CR
2/24/16	2/24	A92708	CHK: 188268	11497 ERICA UBEDA	6140 475.00CR 680,619.10CR
2/24/16	2/24	A92709	CHK: 188269	11497 CHRIS MONTEMAYOR	6306 1,250.00CR 681,869.10CR
2/24/16	2/24	A92710	CHK: 188283	11499 BB&T GOVERNMENTAL FINANC	6001 253,175.01CR 935,044.11CR
2/24/16	2/24	A92711	CHK: 000000	11495 INTERNAL REVENUE SERVICE	5832 122.12CR 935,166.23CR
2/24/16	2/24	A92713	CHK: 000000	11502 INTERNAL REVENUE SERVICE	5832 37.21CR 935,203.44CR
2/24/16	2/24	A92714	CHK: 188284	11504 TEXAS MUNICIPAL RETIREME	3973 5.63CR 935,209.07CR
2/24/16	2/24	A92719	CHK: 188285	11505 FULBRIGHT & CASSELBERRY	2090 2,145.83CR 937,354.90CR
2/24/16	2/24	A92720	CHK: 188286	11505 PAYROLL FUND	3270 309.00CR 937,663.90CR
2/24/16	2/24	A92721	CHK: 188287	11505 SENIOR CITIZENS	3675 3,750.00CR 941,413.90CR
2/25/16	2/25	A92723	CHK: 188288	11507 LAMESA PRESS REPORTER	2590 131.70CR 941,545.60CR
2/25/16	2/25	A92724	CHK: 188289	11508 DEERWOOD CONSTRUCTION	6060 2,183.68CR 943,729.28CR
2/25/16	2/25	A92725	CHK: 188290	11509 PARKHILL, SMITH & COOPER	3263 3,782.34CR 947,511.62CR

3-11-2016 7:45 AM		D E T A I L L I S T I N G		PAGE: 6				
FUND : 01 -GENERAL FUND		PERIOD TO USE: Feb-2016 THRU Feb-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 ) *								
2/25/16	2/25	A92726	CHK: 188291	11509 STANDARD INSURANCE CO	3782		857.14CR	948,368.76CR
2/25/16	2/25	A92727	CHK: 188292	11509 FACI, INC	6183		19,360.00CR	967,728.76CR
2/25/16	2/25	A92728	CHK: 188293	11509 WTG FUELS, INC.	6220		12,397.90CR	980,126.66CR
2/25/16	2/25	A92730	CHK: 188295	11510 VERIZON WIRELESS	5969		834.83CR	980,961.49CR
2/26/16	2/26	A92736	CHK: 188297	11511 BLACKSHEAR SCHOOL REUNIO	6122		2,000.00CR	982,961.49CR
2/26/16	2/26	A92737	CHK: 188298	11511 CITY OF LAMESA FSA	6308		2,000.00CR	984,961.49CR
2/26/16	2/26	B50408	Misc 000001	08163 ARGENT TRUST - BANK WIRE TX 14	JE# 020197		2,520.72CR	987,482.21CR
2/29/16	2/29	A92742	CHK: 188299	11519 DAWSON CO. LIBRARY	1611		630.00CR	988,112.21CR
2/29/16	2/29	A92743	CHK: 188300	11519 HENRY NORRIS AGENCY	3190		920.00CR	989,032.21CR
2/29/16	2/29	A92744	CHK: 188301	11519 SOUTH PLAINS PUBLIC HEAL	3730		2,455.22CR	991,487.43CR
2/29/16	2/29	A92745	CHK: 188302	11519 VOLUNTEER FIRE DEPARTMEN	4090		400.00CR	991,887.43CR
2/29/16	2/29	A92746	CHK: 188303	11519 DUYCK LARRY	5777		200.00CR	992,087.43CR
2/29/16	2/29	A92747	CHK: 188304	11519 HERNANDEZ, PATRICIO F	5804		200.00CR	992,287.43CR
2/29/16	2/29	A92748	CHK: 188305	11519 DALE ALWAN	5983		200.00CR	992,487.43CR
2/29/16	2/29	A92749	CHK: 188306	11519 BOB THOMAS	5984		200.00CR	992,687.43CR
2/29/16	2/29	A92750	CHK: 188307	11519 JASON WILEY	6025		200.00CR	992,887.43CR
2/29/16	2/29	A92751	CHK: 188308	11519 ISAAC LISCANO	6107		200.00CR	993,087.43CR
2/29/16	2/29	A92752	CHK: 188309	11519 CHARLES WHEELER	6229		200.00CR	993,287.43CR
2/29/16	2/29	A92757	CHK: 188310	11516 GUILLERMO STURGEON	1		12.95CR	993,300.38CR
2/29/16	2/29	A92758	CHK: 188311	11516 LAMESA AIRPORT BOARD	1013		200.00CR	993,500.88CR
2/29/16	2/29	A92759	CHK: 188312	11516 DPC INDUSTRIES INC	1570		2,067.19CR	995,568.07CR
2/29/16	2/29	A92760	CHK: 188313	11516 ATMOS ENERGY	1730		137.39CR	995,705.46CR
2/29/16	2/29	A92761	CHK: 188314	11516 LAMESA PRESS REPORTER	2590		56.70CR	995,762.16CR
2/29/16	2/29	A92762	CHK: 188315	11516 MARGIE'S FLOWERS	2900		67.00CR	995,829.16CR
2/29/16	2/29	A92763	CHK: 188316	11516 MIDWEST RADAR & EQUIPMEN	3030		140.00CR	995,969.16CR
2/29/16	2/29	A92764	CHK: 188317	11516 POSTMASTER	3390		1,500.00CR	997,469.16CR
2/29/16	2/29	A92765	CHK: 188318	11516 PROFESSIONAL TURF PRODUC	3413		450.92CR	997,920.08CR
2/29/16	2/29	A92766	CHK: 188319	11516 WINDSTREAM COMMUNICATION	4460		96.15CR	998,016.23CR
2/29/16	2/29	A92767	CHK: 188320	11516 AUTOZONE, INC.	5593		15.91CR	998,032.14CR
2/29/16	2/29	A92768	CHK: 188321	11516 GREAT AMERICA FINANCIAL	5734		384.30CR	998,416.44CR
2/29/16	2/29	A92769	CHK: 188322	11516 GRAINGER	5898		1,307.20CR	999,723.64CR
2/29/16	2/29	A92770	CHK: 188323	11516 TOMMY ARGUIJO	5988		750.00CR	1,000,473.64CR
2/29/16	2/29	A92771	CHK: 188324	11516 W-B SUPPLY COMPANY	6123		2.92CR	1,000,476.56CR
2/29/16	2/29	A92772	CHK: 188325	11516 GOLDEN WEST INDUSTRIAL S	6124		171.33CR	1,000,647.89CR
2/29/16	2/29	A92773	CHK: 188326	11516 SYLVIA I ORTIZ DAWSON CO	6133		7.50CR	1,000,655.39CR
2/29/16	2/29	A92774	CHK: 188327	11516 JEANETTE PARRISH	6213		150.00CR	1,000,805.39CR
2/29/16	2/29	A92775	CHK: 188328	11516 GONZALES WELDING	6254		540.00CR	1,001,345.39CR
2/29/16	2/29	A92776	CHK: 188329	11517 MOTOROLA SOULTIONS INC.	3105		4,204.80CR	1,005,550.19CR
2/29/16	2/29	A92777	CHK: 188330	11517 QUILL CORPORATION	3430		188.81CR	1,005,739.00CR
2/29/16	2/29	A92778	CHK: 188331	11517 TWILIGHT ELECTRIC	5884		577.73CR	1,006,316.73CR
2/29/16	2/29	A92779	CHK: 188332	11517 UNITED LABORATORIES	6077		573.18CR	1,006,889.91CR
2/29/16	2/29	A92780	CHK: 188333	11517 UNIQUE PAVING MATERIALS	6211		3,083.40CR	1,009,973.31CR
2/29/16	2/29	A92781	CHK: 188334	11517 SOUTHERN SOURCE	6298		2,156.24CR	1,012,129.55CR
2/29/16	3/08	B50609	Misc 000003	08174 HEALTH INS. TSF. - G/F	JE# 020222		36,208.75CR	1,048,338.30CR
2/29/16	3/08	B50614	Misc 000007	08174 WORKER COMP TSF TO RISK MGMT	JE# 020227		5,778.00CR	1,054,116.30CR
2/29/16	3/08	B50619	Misc 000013	08174 LIABILITY TSF G/F TO RISK MGMT	JE# 020233		5,939.58CR	1,060,055.88CR
FEBRUARY ACTIVITY DB:				0.00	CR:	1,060,055.88CR	1,060,055.88CR	



## SELECTION CRITERIA

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

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## ACCOUNT SELECTION

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

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## 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

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\*\*\* END OF REPORT \*\*\*

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 4**

**SUBJECT: CITY'S ENGINEER'S RECOMMENDED PRIORITIZATION OF WATER WELL REHABILITATION, FUTURE DRILLING AND/OR LONG TERM PLANNING OPTIONS**

**PROCEEDING: Approval**

**SUBMITTED BY: City Staff**

**EXHIBITS: Provided by City Engineer**

### **SUMMARY STATEMENT**

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.

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 5**

**SUBJECT: CITY ENGINEER'S UPDATE AND RECOMMENDATION ON CAPACITY OF  
LANDFILL:**  
**PROCEEDING: Approval**  
**SUBMITTED BY: City Staff**  
**EXHIBITS: Letters from City Engineer**

### **SUMMARY STATEMENT**

Consider recommendation of City Engineer regarding capacity of landfill and potential need for development of additional cells and give City staff direction.

December 22, 2015

Ms. Shawna Burkhart, City Manager  
City of Lamesa  
601 S. 1<sup>st</sup> Street  
Lamesa, Texas 79331

Re: City of Lamesa MSW Landfill – Type I Area  
Fiscal Year 2015 Waste Volume Calculations

Dear Ms. Burkhart:

Enclosed are copies of the latest fill contours based upon the August 13, 2015 field survey conducted by Parkhill, Smith & Cooper, Inc. (PSC) Surveying. The contour map shows the current waste level and the waste level at the time of the previous volume survey that took place on September 9, 2014.

Based upon the survey data, we determine the volume of airspace used and the volume remaining to fill. Note that the volume to fill is the volume up to the current permitted contour level in Cells 2, 3, and 4. We used the tonnage data you provided for the amount of waste that was received and disposed of in the cell during the same time period. This information is as follows:

#### **General Information**

▪ Fiscal Year Period	September 1, 2014 - August 31, 2015
▪ Number of Calendar Days	365 days
▪ Waste Received	8,673 tons
▪ Calculated Daily Tonnage	24 tons per day

#### **Surveyed Data**

▪ Survey Period	September 9, 2014 – August 13, 2015
▪ Number of Calendar Days	339 days
▪ Volume Filled (Waste and Soil Cover)	14,757 cubic yards
▪ Remaining Airspace (based on permitted cover)	168,262 cubic yards

#### **Waste Density**

▪ Calculated Volume Filled	14,757 cubic yards
▪ Tons Disposed	8,136 tons
▪ Calculated Density	1,103 pounds per cubic yard

From this data, we may next determine the remaining life of the Type I area. The projected daily tonnage rate and projected waste density are based on an average of the past three years.



**Type I Area - Remaining Life**


▪ Projected Daily Tonnage Rate	24	tons per day
▪ Remaining Airspace	168,262	cubic yards
▪ Less Contingency Factor (Assume 20%)	< 33,652	cubic yards >
▪ Remaining Waste Volume	134,610	cubic yards
▪ Projected Waste Density	1,048	pounds per cubic yard
▪ Total Remaining Days	2,939	days

Using 365-calendar days per year and starting August 13 2015, the Type I area will be near capacity around **August 30, 2023.**

Please call me at (806) 473-3526 if you have any questions.

Sincerely,

PARKHILL, SMITH & COOPER, INC.

By   
Robert H. (Holly) Holder, P.E.  
Sector Director - Public Works

RHH/tk/dg  
Enclosures

R:\Solid Waste\Volume Reports\Lamesa\FY2015\Lamesa Type I - Volume Report.docx

December 22, 2015

Ms. Shawna Burkhart, City Manager  
City of Lamesa  
601 S. 1<sup>st</sup> Street  
Lamesa, Texas 79331

Re: City of Lamesa MSW Landfill – Type IV Area  
Fiscal Year 2015 Waste Volume Calculations

Dear Ms. Burkhart:

Enclosed are copies of the latest fill contours based upon the August 13, 2015 field survey conducted by Parkhill, Smith & Cooper, Inc. (PSC) Surveying. The contour map shows the current waste level and the waste level at the time of the previous volume survey that took place on September 9, 2014. As shown on the contour map, waste was placed outside the permitted boundary. This waste will be relocated to within the permitted boundary and the following calculations account for the excess waste moved into waste footprint.

Based upon the PSC survey data, we determine the volume of airspace used and the volume remaining to fill. Note that the volume to fill is the volume up to the current permitted contour level. I used the tonnage data you provided for the amount of waste that was received and disposed of in the cell during the same time period. This information is as follows:

#### **General Information**

▪ Fiscal Year Period	September 1, 2014 – August 31, 2015
▪ Number of Calendar Days	365 days
▪ Waste Received	8,351 tons
▪ Calculated Daily Tonnage	23 tons per day

#### **Surveyed Data**

▪ Survey Period	September 9, 2014 – August 13, 2015
▪ Number of Calendar Days	339 days
▪ Volume Filled (Waste and Soil Cover)	15,691 cubic yards
▪ Remaining Airspace (based on permitted cover)	23,091 cubic yards

#### **Waste Density**

▪ Surveyed Volume Filled	15,691 cubic yards
▪ Tons Disposed	7,797 tons
▪ Calculated Density	994 pounds per cubic yard

From this data, we may next determine the remaining life of the Type IV area. The projected daily tonnage rate and projected waste density are based on an average of the past three years.

**Type IV Area - Remaining Life**

▪ Projected Daily Tonnage Rate	20	tons/day
▪ Remaining Airspace	23,091	cubic yards
▪ Less Contingency Factor (Assume 20 percent)	<4,618	cubic yards >
▪ Remaining Waste Volume	18,473	cubic yards
▪ Projected Waste Density	1,159	pounds per cubic yard
▪ Total Remaining Days	535	days

Using 365 calendar days per year and starting at August 13, 2015, the Type IV area will be near capacity around **January 29, 2017**.

Please call me at (806) 473-3526 if you have any questions.

Sincerely,

PARKHILL, SMITH & COOPER, INC.

By 

Robert H. (Holly) Holder, P.E.  
Sector Director - Public Works

NNY/tk/dg

Enclosures

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# **City Council Agenda**

## **City of Lamesa, Texas**

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 6**

**SUBJECT:** CALL FOR BIDS ON LEASE OF CITY PROPERTY  
**PROCEEDING:** Approval  
**SUBMITTED BY:** City Staff  
**EXHIBITS:** Call for Bid Notice

### **SUMMARY STATEMENT**

Consider approval of a call for bids for a lease of two (2) years beginning May 1, 2016 and ending March 31<sup>st</sup>, 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 approval of a call for bids for a lease of two (2) years beginning May 1, 2016 and ending March 31<sup>st</sup>, 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  
NOTICE TO BIDDERS**

Sealed bids and proposals addressed to the Mayor and City Council of the City of Lamesa, Texas, will be received at the office of Sandy Trevino until **4:00 P.M., Wednesday April 13, 2016** for the lease of two (2) different tracts of land more fully described as:

**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.

The land is suitable for grazing purposes only.

Bids are to be delivered to the City of Lamesa, Texas. Bid forms and additional information including legal descriptions are available at City Hall, 601 South First Street, Lamesa, Texas.

The Owner reserves the right to reject any and all Bids and to waive formalities. In case of ambiguity or lack of clearness in stating the prices in the Bid, the Owner reserves to the right to consider the most advantageous construction thereof, or to reject the Bid.

The Bids will be opened at **5:30 P.M., Tuesday, April 19, 2016** and read in open meeting. The City Council reserves the right to accept the bid most advantageous to the City.

ATTEST:	CITY OF LAMESA, TEXAS
	OWNER
Norma Garcia	Dave Nix
City Secretary	Mayor

**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 therefore.

**6. OTHER IMPROVEMENTS**

Other structural improvements may be made upon the leases 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**

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**Total amount of Bid** \_\_\_\_\_



# **City Council Agenda**

**City of Lamesa, Texas**

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 7**

**SUBJECT:**           **AWARD BID FOR STRATEGIC PLANNING SERVICES FOR CITY AND LEDC/LEAP**  
**PROCEEDING:**    Approval  
**SUBMITTED BY:**   City Staff  
**EXHIBITS:**        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**, if City Council wants to move forward before new City Council members are installed. If City Council prefers to wait until new City Council members are installed, City staff recommends allowing LEDC/LEAP to move forward with strategic planning at this time.

## **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. Burkhardt, City Manager  
City of Lamesa, Texas  
601 South 1<sup>st</sup> 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

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**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



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**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 9<sup>th</sup>. 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 CEdD, 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](mailto: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](mailto: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](mailto:THicks@pettigrew.us)

Submitted by Mike Barnes Group, Inc.

### 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.

### 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.



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

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**Proposal for  
Strategic Plan**

**Johnson & Associates**

• 8308 Tecumseh Drive • Austin, TX 78753-5745 •  
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[www.JAToday.com](http://www.JAToday.com)



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## **Request for Qualifications**

**February 12, 2016**

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

**Submitted By:**

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

[www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)



## Table of Contents

<b>Cover Letter .....</b>	<b>3</b>
 <b>A. Proposer's Experience and Qualifications</b>	
1. Qualifications .....	5
2. Experience/Sample Projects .....	7
3. References .....	10
4. Profile/Resume .....	11
5. The Mejorando Group Advantage .....	14
 <b>B. Method of Approach – City of Lamesa</b>	
1. Background/Understanding .....	16
2. Our Approach to Strategic Planning .....	17
3. Scope of Services .....	17
1. Initiate Project and Review Background Materials .....	18
2. Design Strategic Planning Sessions .....	19
3. Facilitate Strategic Planning Sessions .....	20
4. Prepare and Submit Strategic Plan Document .....	21
 <b>C. Fee .....</b>	<b>21</b>
 <b>D. Method of Approach – LEDC/LEAP</b>	
1. Background/Understanding .....	22
2. Scope of Services .....	23
1. Initiate Project and Review Background Materials .....	24
2. Design Strategic Planning Sessions .....	25
3. Facilitate Strategic Planning Sessions .....	25
4. Prepare and Submit Strategic Plan Document .....	26
 <b>E. Project Fee .....</b>	<b>26</b>



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February 12, 2016

Shawna Burkhart  
City Manager  
City of Lamesa  
601 South 1<sup>st</sup> 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;



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- 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.

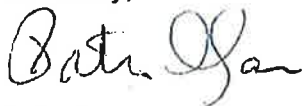
Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be useful. The Mejorando Group has **an extensive practice conducting Strategic Planning** and has performed a number of similar engagements for local government organizations 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, Coppell, 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 21<sup>st</sup> 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](mailto: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.

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



## 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 21<sup>st</sup> 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

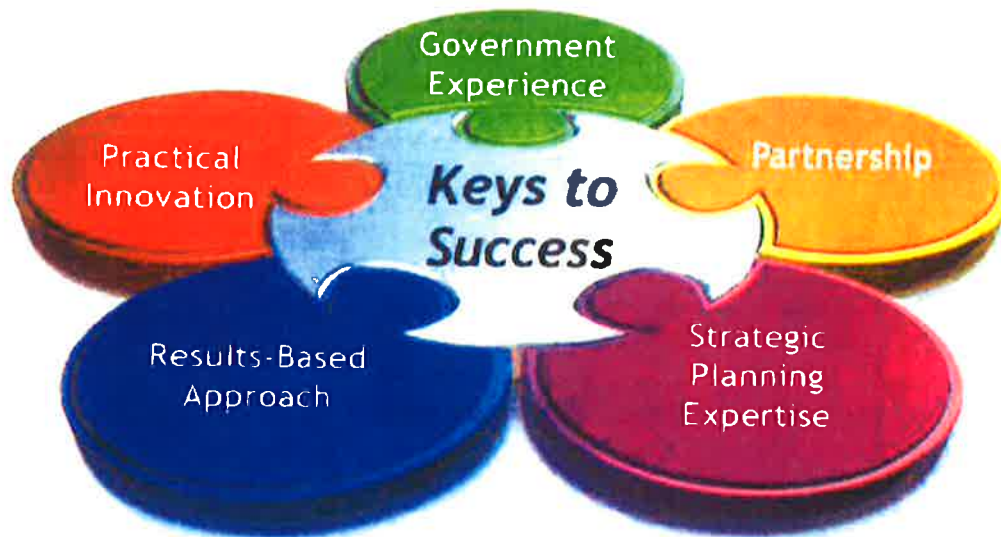
- "Turning Your Organization into a Talent Magnet" February 2014 issue of Government Finance Review published by the Government Finance Officers Association
- "Government's Crucial Employer Brand" December 11, 2013 issue of Governing.com
- "What is Successful Government" September 25, 2013 issue of Governing.com
- "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 author, 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 Mejorado 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 Meiorando 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 Meiorando 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.

## 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 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:

- 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 Anzaldua, 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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## Patrick Ibarra

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[gettingbetterallthetime.com](http://gettingbetterallthetime.com)

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# mejorando group

www.gettingbetterallthetime.com

(925) 518-0187



## 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



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

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

## 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

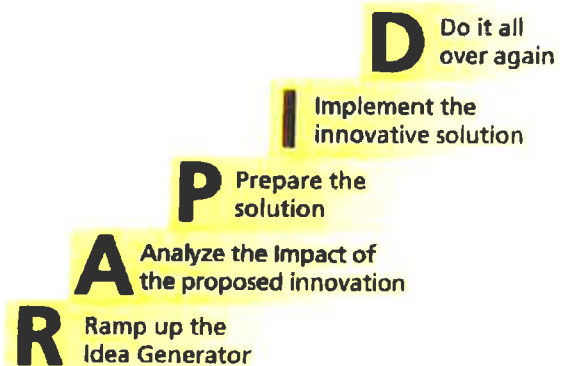
Colleyville retained the Mejorando Group to create and help implement a comprehensive and systematic succession planning program. We identified critical positions within the city workforce, established competencies, designed and implemented a 360-degree developmental process, and recommended a performance-based 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.

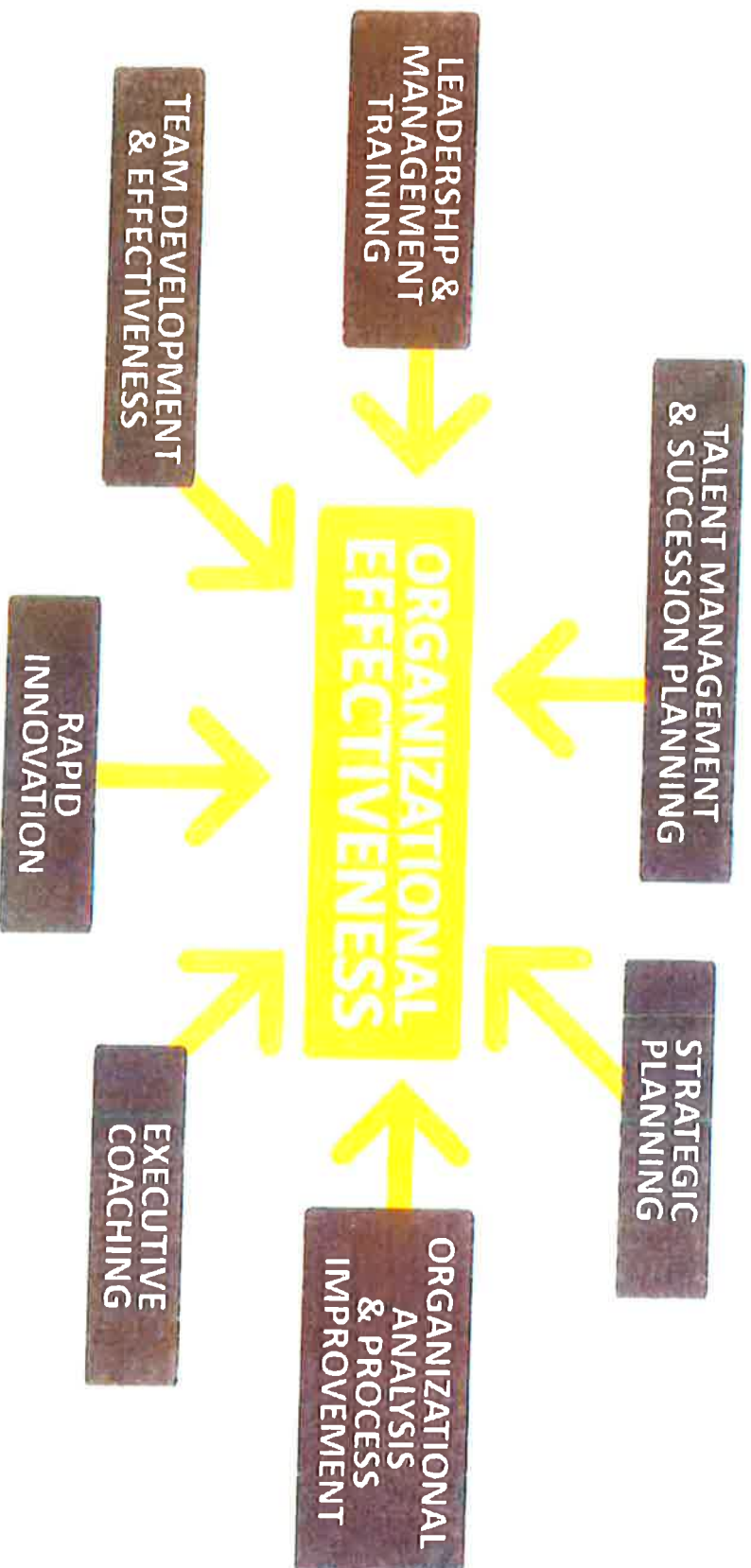
Patrick consistently receives rave reviews for his keynote speeches, due his energetic style, his ability to connect with an audience, and his willingness to provide actionable information.

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

The Mejorando Group • [www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)



# OUR SERVICES



mejorando group

## **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 1<sup>st</sup> 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.



mejorando group

**Request for  
Qualifications**

**February 12, 2016**

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

**Submitted By:**

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

**[www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)**



## Table of Contents

<b>Cover Letter .....</b>	<b>3</b>
 <b>A. Proposer's Experience and Qualifications</b>	
1. Qualifications .....	5
2. Experience/Sample Projects .....	7
3. References .....	10
4. Profile/Resume .....	11
5. The Mejorando Group Advantage .....	14
 <b>B. Method of Approach – City of Lamesa</b>	
1. Background/Understanding .....	16
2. Our Approach to Strategic Planning .....	17
3. Scope of Services .....	17
1. Initiate Project and Review Background Materials .....	18
2. Design Strategic Planning Sessions .....	19
3. Facilitate Strategic Planning Sessions .....	20
4. Prepare and Submit Strategic Plan Document .....	21
 <b>C. Fee .....</b>	<b>21</b>
 <b>D. Method of Approach – LEDC/LEAP</b>	
1. Background/Understanding .....	22
2. Scope of Services .....	23
1. Initiate Project and Review Background Materials .....	24
2. Design Strategic Planning Sessions .....	25
3. Facilitate Strategic Planning Sessions .....	25
4. Prepare and Submit Strategic Plan Document .....	26
 <b>E. Project Fee .....</b>	<b>26</b>



February 12, 2016

Shawna Burkhart  
City Manager  
City of Lamesa  
601 South 1<sup>st</sup> 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.

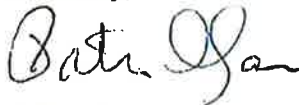
Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be useful. The Mejorado Group has an **extensive practice conducting Strategic Planning** and has performed a number of similar engagements for local government organizations 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 Mejorado 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, Coppell, 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 21<sup>st</sup> century. We take our name from the Spanish word, Mejorado, 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](mailto: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.

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

## 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 21<sup>st</sup> 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 author, 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 Meiorando 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 Meiorando 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.



## 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 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.
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- 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 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.
- 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 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.
- c) **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



## 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



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

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

## 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 Meiorando 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 Meiorando Group invests the time to get to know your organization, understand what it needs, and give you solutions that work.

## Professional Services



The Meiorando 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 Meiorando 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 Meiorando 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

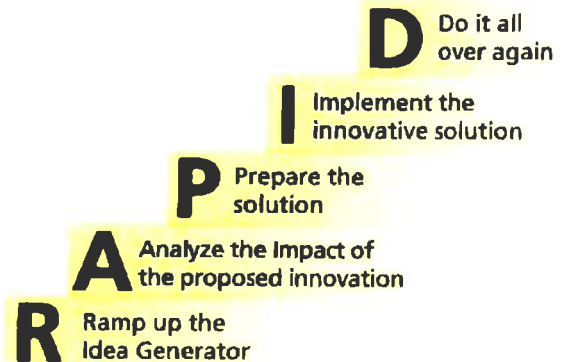
Colleyville retained the Meiorando Group to create and help implement a comprehensive and systematic succession planning program. We identified critical positions within the city workforce, established competencies, designed and implemented a 360-degree developmental process, and recommended a performance-based 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.

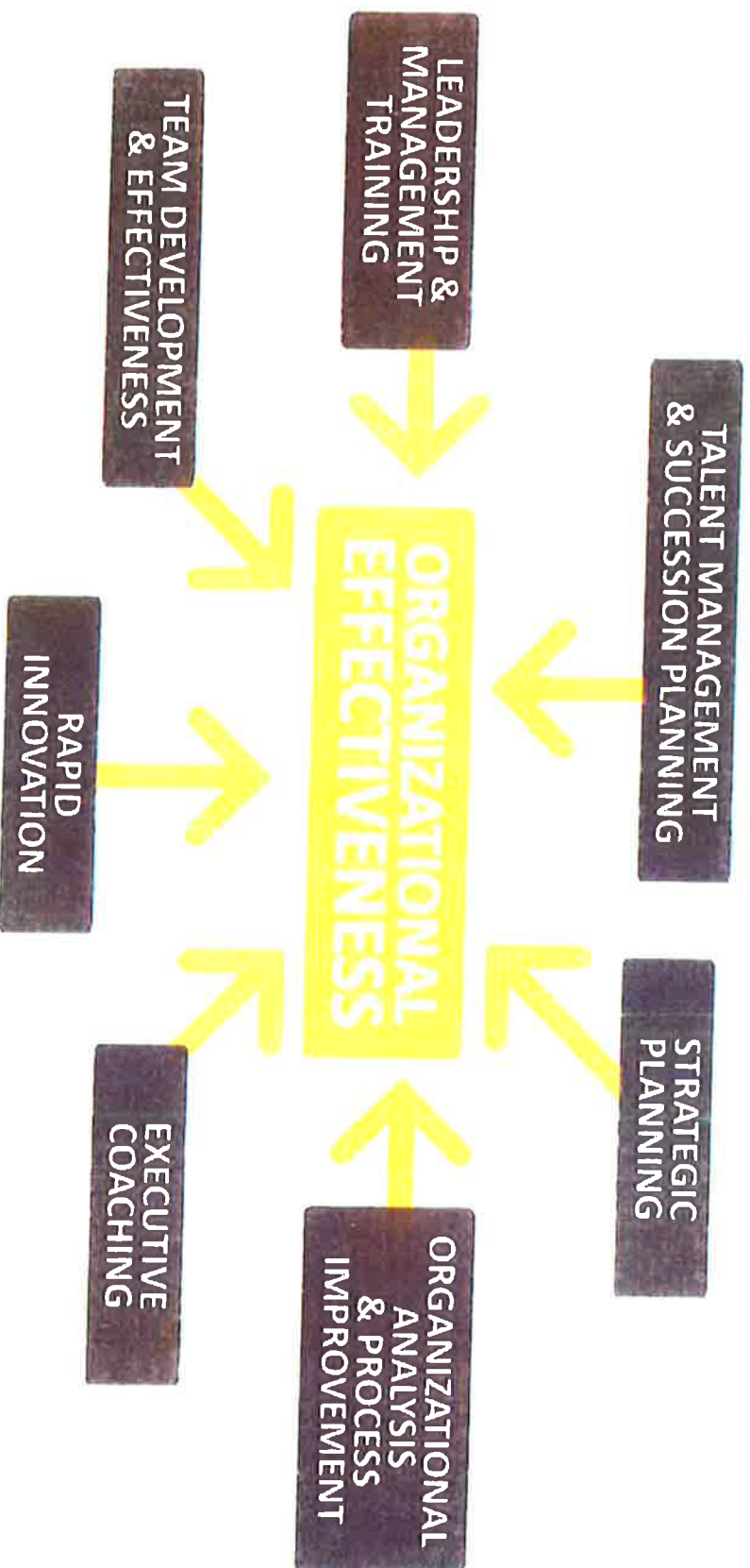
Patrick Ibarra, co-founder and partner of the Meiorando Group, is available to speak on a wide variety of timely topics relating to transferring the headwinds government leaders are facing into a tailwind so organizational and individual performance flourishes. Topics include There is no Box: Uncertain 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 to 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](mailto:patrick@gettingbetterallthetime.com).

The Meiorando Group • [www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)

# OUR SERVICES



mejorando group

BY PATRICK IBARRA

### Improving personal and workplace performance

**Y**ou'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](mailto:patrick@gettingbetterallthetime.com). **PM**



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# THE ROLE OF THE CUSTOMER EXPERIENCE IN THE VALUE OF GOVERNMENT

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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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**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](http://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.

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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



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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 "[next 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



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 ~~figure out ways 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 ~~used to help President Obama win re-election~~ -- 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.

**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 leverages "next practices" 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



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 city's inviting human resources website](#) includes testimonials from current city employees that emphasize 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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## EN·GI·NEER

### Definition:

A trusted adviser concerned with applying scientific knowledge, mathematics and ingenuity to develop solutions for technical problems.

To learn more about selecting an engineer, go to:





## The Next Government Workforce

By Patrick Ibarra

**H**istorically, 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

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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.

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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



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.





**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](http://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 agencies interested in immediately improving your organization's performance, Mr. Ibarra can be reached at **925.518.0187** and/or [patrick@gettingbetterallthetime.com](mailto: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**

**"Every act of creation is first  
an act of destruction."**

**C**onventional 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.

#### **Innovative 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:**  
**R**amp up the idea generator.  
**A**nalyze the impact.  
**P**repare.  
**I**mplement.  
**D**o 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. **RM**



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Scan this image with your smart phone - Call coaches upon check-in to join the workshop and start taking action on the spot!

FEBRUARY 2014

# Government Finance Review

GOVERNMENT FINANCE OFFICERS ASSOCIATION

## THIS ISSUE:

Probability Management  
[pg. 8]

Managing Pension  
Investment Fees  
[pg. 18]

The Importance of  
the Strategic Plan  
[pg. 46]

Planning for  
Fiscal Recovery  
[pg. 56]

Better Multi-Year Planning  
[pg. 64]



FISCAL SUSTAINABILITY  
The Long View





## 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.

### UNDERSTANDING BRANDING

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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FEBRUARY 2015

# Government Finance Review

GOVERNMENT FINANCE OFFICERS ASSOCIATION

## Recruiting and Retaining High-Quality Finance Staff

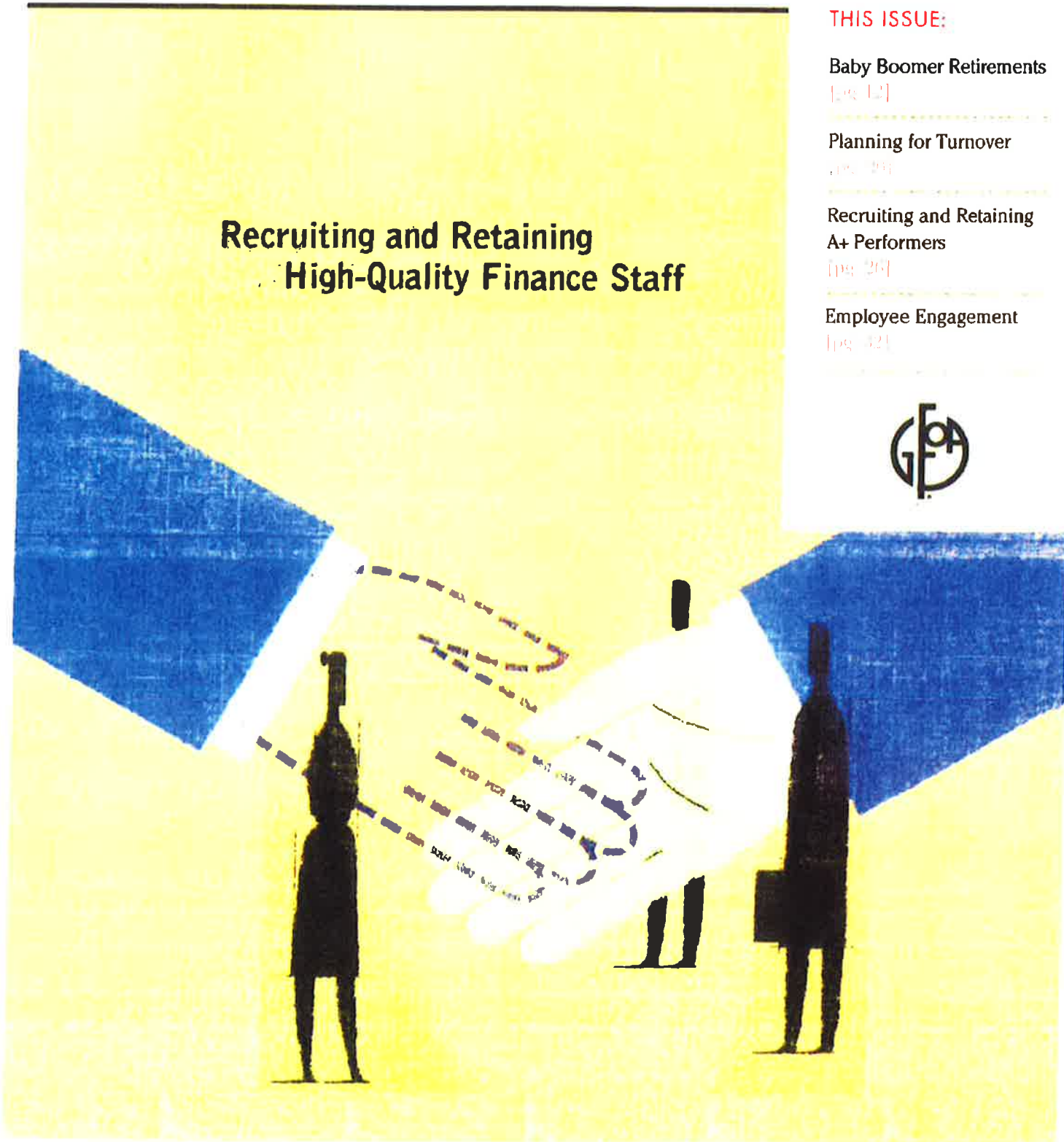
### THIS ISSUE:

Baby Boomer Retirements  
[pg. 12]

Planning for Turnover  
[pg. 20]

Recruiting and Retaining  
A+ Performers  
[pg. 26]

Employee Engagement  
[pg. 32]





# RECRUITING AND RETAINING A+ PERFORMERS



BY PATRICK IBARRA

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.<sup>1</sup> 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.

### What the Employer Must Understand

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

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.

#### BRINGING IN NEW EMPLOYEES

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.

## NEXT PRACTICES FOR RECRUITING

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.

*Public employers are not always bad and low-income can always grow. Therefore, it makes sense to start measuring "regional" success — the number of participating employees that participate would like to go.*

### 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 retaining top employees.

### CONCLUSION

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 Mejorando Group ([www.gettingbetterallthetime.com](http://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](mailto:patrick@gettingbetterallthetime.com).





***Johnson & Associates***

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***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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# Table of Contents

<b>Introduction</b>		<b>J O H N S O N  &amp;  A S S O C I A T E S</b>
<b>General Information</b>	<b>5</b>	
<b>Key Personnel/Project Team</b>	<b>6</b>	
<b>Scope of Work</b>	<b>9</b>	
<b>Fees and Billing</b>	<b>10</b>	
<b>Why Choose J&amp;A?</b>	<b>11</b>	
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		Page 4



# 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, EDPF**

### **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 EDPF. 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

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## 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:

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## **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.

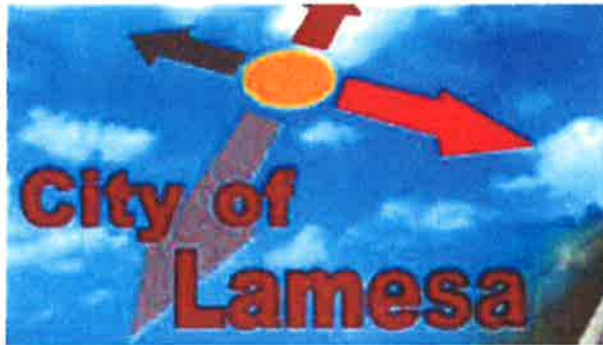
**Sara Post Meyer,**  
**Mayor, City of Cuero**  
**mayor@cityofcuero.com**

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**

# **J O H N S O N & A S S O C I A T E S**

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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: MARCH 15, 2016**

**AGENDA ITEM: 8**

**SUBJECT: OWNERSHIP OF HISTORIC MURAL FROM OLD POST OFFICE**  
**SUBMITTED BY: City staff**

### **SUMMARY STATEMENT**

Discussion and possible action regarding the City of Lamesa accepting ownership of the historic mural (federally-owned art work) from Old Post Office, currently owned by the Lamesa Independent School District.

### **COUNCIL ACTION**

**DISCUSSION** \_\_\_\_\_

Motion by Council Member \_\_\_\_\_ to consider accepting ownership of the historic mural (federally-owned art work) from Old Post Office, currently owned by the Lamesa Independent School District.  
Motion seconded by Council Member \_\_\_\_\_ and upon being put to a vote the motion \_\_\_\_\_.

**VOTING:** "AYE" \_\_\_\_\_ "NAY" \_\_\_\_\_ "ABSTAIN" \_\_\_\_\_

### **CITY MANAGER'S MEMORANDUM**

City Attorney to provide opinion if City Council can legally take ownership of mural. **Recommend approval of City Attorney's recommendation.**

QUITCLAIM DEED

1924

THE STATE OF TEXAS     X  
COUNTY OF DAWSON     X

KNOW ALL MEN BY THESE PRESENTS:

THAT the UNITED STATES OF AMERICA acting by and through the Administrator of General Services (hereinafter sometimes called "Grantor"), under and pursuant to powers and authority contained in the provisions of the Federal Property and Administrative Services Act of 1949 (63 Stat. 377, 40 U.S.C. 471, et seq.), as amended, and rules, orders, and regulations issued pursuant thereto, for and in consideration of the sum of TWENTY-NINE THOUSAND THIRTY-FIVE AND 71/100 DOLLARS (\$29,035.71) to it duly paid by the LAMESA INDEPENDENT SCHOOL DISTRICT (a political subdivision of the State of Texas, whose mailing address is P. O. Box 261, Lamesa, Texas 79331), the receipt of which is hereby acknowledged, hereby quitclaims to the said LAMESA INDEPENDENT SCHOOL DISTRICT (hereinafter sometimes called "Grantee"), its successors and assigns, subject to the exceptions, covenants and conditions hereinafter made, all of its right, title and interest in the following described real property situated in the County of Dawson, State of Texas, to wit:

Lots Nos. 1, 2 and 3, Block 23, of the Town of Lamesa, Dawson County, Texas, and more particularly described by metes and bounds as follows:

Beginning at a point being the intersection of the southerly side of North First Street with the westerly side of Houston Street; running thence in a southwardly direction along the westerly side of Houston Avenue a distance of 140 feet to a point in the northerly side of a 20-foot public alley bounding the site on the south; thence in a westwardly direction along the northerly side of said 20-foot public alley a distance of 150 feet to a point; thence in a northwardly direction a distance of 140 feet to a point in the southerly side of North First Street; thence, in an eastwardly direction along the southerly side of North First Street a distance of 150 feet to the point or place of beginning, being all of Lots 1, 2 and 3, Block 23, Original Townsite of Lamesa, Texas.

This conveyance is subject to existing easements for public roads, utilities, highways, railroads and pipelines.

Grantee covenants for itself, its successors and assigns and any successor in interest to the property herein described, or any part thereof that

a. The Fletcher Martin Mural, entitled "Horse Breakers," painted on the first floor lobby wall of the former Lamesa Federal Building situated on the above described property will be preserved and maintained in accordance with the recommended approaches in "The Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings."

b. All present and future acquisition, protection, stabilization, preservation rehabilitation, restoration and reconstruction of the former Lamesa Federal Building shall be in accordance with 36 C.F.R. Part 68, the Secretary of the Interior's Standards for Historic Preservation Projects.

c. With respect to the Fletcher Martin Mural, no alterations, no physical or structural change, no change in color or surfacing shall be made or changed or altered without the written approval of the Texas Historical Preservation Officer.

d. In the event that the premises or any part thereof are sold or otherwise disposed such document of conveyance shall contain like covenants as contained in this paragraph.

The above covenants shall be considered covenants running with the land and building and shall be binding on the parties hereto, its successors or assigns in perpetuity; however, the Texas State Historical Preservation Officer may, for good cause, modify or cancel any or all of the foregoing restrictions upon written application of the Grantee, its successors or assigns.

Except as herein expressly conveyed, this conveyance is made and accepted on the basis that Grantee shall have no right of use, license, easement, servitude, or usufruct for any purpose, by necessity or otherwise, express or implied, on, over or under any of the property of the United States. By acceptance of this conveyance Grantee covenants for itself, its successors and assigns that no such right or interest will ever be asserted by reason of this conveyance to Grantee. This covenant shall run with the land.

SAID property transferred hereby was duly declared to be surplus and was assigned to the Administrator of General Services for disposal pursuant to said Federal Property and Administrative Services Act of 1949, as amended, and applicable rules, orders and regulations.

TO HAVE AND TO HOLD the foregoing property, together with all and singular the rights, privileges and appurtenances thereto in anywise belonging unto the said Grantee, its successors and assigns forever, subject to the exceptions, covenants and conditions herein contained.

IN WITNESS WHEREOF, the United States of America has  
caused these presents to be executed this 18th day of  
May 1987.

UNITED STATES OF AMERICA  
Acting by and through the  
Administrator of General Services

By [Signature]  
DAVID F. GODFREY  
Regional Administrator, Region 7  
General Services Administration  
Fort Worth, Texas

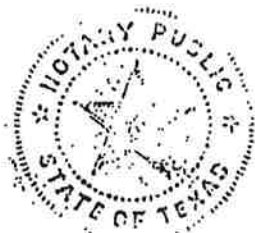
WITNESSES:

Terry Miller  
[Signature]

THE STATE OF TEXAS    X  
COUNTY OF TARRANT   X

BEFORE ME, a Notary Public in and for the State of  
Texas, on this day personally appeared DAVID F. GODFREY, known to  
me to be the person whose name is subscribed to the foregoing  
Quitclaim Deed, and known to me to be the Regional Administrator,  
Region 7, General Services Administration, Fort Worth, Texas, and  
acknowledged to me that the same was the act and deed of the  
United States of America and of the Administrator of General  
Services and that he executed the same as the act of the United  
States of America and of the Administrator of General Services  
for the purposes and consideration therein expressed and in the  
capacity therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE at Fort Worth,  
Texas, this 18th day of May 1987.



[Signature]  
Notary Public, State of Texas  
MARY LEO BOWEN, Notary Public  
In and for the State of Texas  
My Commission Expires 10-5-89

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 9**

SUBJECT: **2016 GENERAL ELECTION**  
PROCEEDING: Ordinance, 1<sup>st</sup> 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 1<sup>ST</sup> reading declaring the unopposed candidates 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 pass an ordinance on first reading declaring the unopposed candidate for the 2016 City of Lamesa General Election, to be held on May 7, 2016. Josh Stevens elected to office of Mayor. 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 7<sup>th</sup> 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 15<sup>th</sup> day of March, 2016, by a majority vote; and then on the 19<sup>th</sup> 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 19<sup>th</sup> 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:

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Norma Garcia  
City Secretary

APPROVED:

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Dave Nix  
Mayor

**CERTIFICATION OF UNOPPOSED CANDIDATES FOR  
OTHER POLITICAL SUBDIVISIONS (NOT COUNTY)  
CERTIFICACIÓN DE CANDIDATOS ÚNICOS  
PARA OTRAS SUBDIVISIONES POLITICAS (NO EL CONDADO)**

**To: Presiding Officer of Governing Body**  
***Al: Presidente de la entidad gobernante***

**As the authority responsible for having the official ballot prepared, I hereby certify that  
the following candidates are unopposed for election to office for the election scheduled to be  
held on May 7, 2016**

***Como autoridad a cargo de la preparación de la boleta de votación oficial, por la presente  
certifico que los siguientes candidatos son candidatos únicos para elección para un cargo en  
la elección que se llevará a cabo el 7 de mayo 2016***

**List offices and names of candidates:**  
***Lista de cargos y nombres de los candidatos:***

<b>Office(s) Cargo(s)</b>	<b>Candidate(s) Candidato(s)</b>
<b>Mayor– At Large</b>	<b>Josh Stevens</b>

\_\_\_\_\_  
**Signature (Firma)**

**Norma Garcia**  
**Printed name (Nombre en letra de molde)**

**City Secretary**  
**Title (Puesto)**

**March 15, 2016**  
**Date of signing (Fecha de firma)**

**(Seal) (sello)**

**See reverse side for instructions**  
***(Instrucciones en el reverso)***

**Order of Cancellation**  
**ORDEN DE CANCELACIÓN**

The **City of Lamesa** hereby cancels the General Election scheduled to be held on May 7, 2016, in accordance with Section 2.053(a) of the Texas Election Code. The following candidates have been certified as unopposed and are hereby elected as follows:

*La ciudad de Lamesa por la presente cancela las elecciones generales que, de lo contrario, se hubiera celebrado el 7 de mayo, 2016, de conformidad, con la Sección 2.053(a) del Código de Elecciones de Texas. Los siguientes candidatos han sido certificados como candidatos únicos y por la presente quedan elegidos como se haya indicado a continuación:*

Candidate (Candidato)	Office Sought (Cargo al que presenta candidatura)
Josh Stevens	Mayor (Alcalde)

\_\_\_\_\_  
Mayor (Alcalde)

\_\_\_\_\_  
Secretary (Secretario)

(seal) (sello)

\_\_\_\_\_  
Date of adoption (Fecha de adopción)

# **City Council Agenda**

**City of Lamesa, Texas**

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 10**

SUBJECT: **2016 SPECIAL ELECTION**  
PROCEEDING: Ordinance, 1<sup>st</sup> 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 1<sup>st</sup> 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 pass an ordinance on first 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. Brant Stewart elected to office. 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 7<sup>th</sup> 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, SPECIAL CITY ELECTION FOR CITY COUNCIL MEMBER ELECTED TO OFFICE; CANCELING THE SPECIAL ELECTION FOR CITY COUNCIL MEMBER FOR DISTRICT 1; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, a special city election was called for May 7, 2016, for the purpose of electing a City Council Member for District 1 on 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, special city election, is hereby declared elected to office, and shall be issued a certificate of election following the time the election results would have been canvassed:

**City Council Member District 1: Brant Stewart**

**Section 2.** The May 7, 2016, special election for City Council Member District 1 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 special 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 15<sup>th</sup> day of March, 2016, by a majority vote; and then on the 19<sup>th</sup> 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 19<sup>th</sup> 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:

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Norma Garcia  
City Secretary

APPROVED:

---

Dave Nix  
Mayor

**CERTIFICATION OF UNOPPOSED CANDIDATES FOR  
OTHER POLITICAL SUBDIVISIONS (NOT COUNTY)  
*CERTIFICACIÓN DE CANDIDATOS ÚNICOS  
PARA OTRAS SUBDIVISIONES POLITICAS (NO EL CONDADO)***

**To: Presiding Officer of Governing Body**  
***Al: Presidente de la entidad gobernante***

**As the authority responsible for having the official ballot prepared, I hereby certify that the following candidates are unopposed for election to office for the election scheduled to be held on May 7, 2016**

***Como autoridad a cargo de la preparación de la boleta de votación oficial, por la presente certifico que los siguientes candidatos son candidatos únicos para elección para un cargo en la elección que se llevará a cabo el 7 de mayo 2016***

**List offices and names of candidates:**  
***Lista de cargos y nombres de los candidatos:***

<b>Office(s) <i>Cargo(s)</i></b>	<b>Candidate(s) <i>Candidato(s)</i></b>
<b>City Council Member– District 1</b>	<b>Brant Stewart</b>

\_\_\_\_\_  
**Signature (*Firma*)**

**Norma Garcia**  
\_\_\_\_\_  
**Printed name (*Nombre en letra de molde*)**

**City Secretary**  
\_\_\_\_\_  
**Title (*Puesto*)**

**March 15, 2016**  
\_\_\_\_\_  
**Date of signing (*Fecha de firma*)**

**(Seal) (*sello*)**

**See reverse side for instructions**  
***(Instrucciones en el reverso)***

**Order of Cancellation**  
**ORDEN DE CANCELACIÓN**

The **City of Lamesa** hereby cancels the Special Election scheduled to be held on May 7, 2016, in accordance with Section 2.053(a) of the Texas Election Code. The following candidates have been certified as unopposed and are hereby elected as follows:

*La **ciudad de Lamesa** por la presente cancela la eleccion especial que, de lo contrario, se hubiera celebrado el 7 de mayo, 2016, de conformidad, con la Sección 2.053(a) del Código de Elecciones de Texas. Los siguientes candidatos han sido certificados como candidatos únicos y por la presente quedan elegidos como se haya indicado a continuación:*

Candidate (Candidato)	Office Sought (Cargo al que presenta candidatura)
Brant Stewart	Council Member-District 1 (Concejal-Distrito 1)

\_\_\_\_\_  
Mayor (Alcalde)

\_\_\_\_\_  
Secretary (Secretario)

(seal) (sello)

\_\_\_\_\_  
Date of adoption (Fecha de adopción)

# ***City Council Agenda***

***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 11**

**SUBJECT: WEST TEXAS YOUTH BASEBALL AND SOFTBALL INC.  
REQUEST FOR DISCOUNTED PRICING FOR USE OF  
WEAVER SPORTS COMPLEX.**

**PROCEEDING: Discussion**

**SUBMITTED BY: City Staff**

## **SUMMARY STATEMENT**

Consider approval to discount fees and/or waiver of fees for lease of the Weaver Sports Complex by West Texas Youth Baseball and Softball Inc.

## **COUNCIL ACTION**

**DISCUSSION** \_\_\_\_\_

Motion by Council Member \_\_\_\_\_ to approve 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: MARCH 15, 2016**

**AGENDA ITEM: 12**

**SUBJECT:                   ATMOS RATEMAKING RESOLUTION**  
**PROCEEDING:           Resolution**  
**SUBMITTED BY:         City Staff**  
**AUTHORITY:             City Code of Ordinances, Chapter 13, Section 15 –**  
                                  Regulation of Public Utilities; State Law – Municipal  
                                  Regulation of Utility Rates; Public Utilities Regulatory  
                                  Action, VTCA, Utilities Code, Chapter 11

## **SUMMARY STATEMENT**

Consider passing a resolution of the City Council of the City of Lamesa, Texas approving a negotiated resolution between the Atmos West Texas Cities Steering Committee ("WTX Cities" and Atmos Energy Corporation, West Texas Division) regarding the company's 2015 rate review mechanism filing.

## **COUNCIL ACTION**

**DISCUSSION** \_\_\_\_\_

Motion by Council Member \_\_\_\_\_ to pass a resolution of the City Council of the City of Lamesa, Texas approving a negotiated resolution between the Atmos West Texas Cities Steering Committee ("WTX Cities" and Atmos Energy Corporation, West Texas Division) regarding the company's 2015 rate review mechanism filing. 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 A NEGOTIATED RESOLUTION BETWEEN THE ATMOS WEST TEXAS CITIES STEERING COMMITTEE ("WTX CITIES") AND ATMOS ENERGY CORP., WEST TEXAS DIVISION REGARDING THE COMPANY'S 2015 RATE REVIEW MECHANISM FILING; DECLARING EXISTING RATES TO BE UNREASONABLE; ADOPTING TARIFFS THAT REFLECT RATE ADJUSTMENTS CONSISTENT WITH THE NEGOTIATED SETTLEMENT; FINDING THE RATES TO BE SET BY THE ATTACHED TARIFFS TO BE JUST AND REASONABLE AND IN THE PUBLIC INTEREST; REQUIRING THE COMPANY TO REIMBURSE CITIES' REASONABLE RATEMAKING EXPENSES; DETERMINING THAT THIS RESOLUTION WAS PASSED IN ACCORDANCE WITH THE REQUIREMENTS OF THE TEXAS OPEN MEETINGS ACT; ADOPTING A SAVINGS CLAUSE; DECLARING AN EFFECTIVE DATE; AND REQUIRING DELIVERY OF THIS RESOLUTION TO THE COMPANY AND THE WTX CITIES' LEGAL COUNSEL.**

WHEREAS, the City of Lamesa, Texas ("City") is a gas utility customer of Atmos Energy Corp., West Texas Division ("Atmos West Texas" or "Company"), and a regulatory authority with an interest in the rates and charges of Atmos West Texas; and

WHEREAS, the City is a member of the West Texas Cities Steering Committee ("WTX Cities"), a coalition of similarly-situated cities served by Atmos West Texas that have joined together to facilitate the review of and response to natural gas issues affecting rates charged in the Atmos West Texas service area; and

WHEREAS, pursuant to the terms of the agreement settling the Company's 2013 Statement of Intent to increase rates, WTX Cities and the Company worked collaboratively to develop a new Rate Review Mechanism ("RRM") tariff that allows for an expedited rate review process by WTX Cities as a substitute to the current Gas Reliability Infrastructure Program ("GRIP") process instituted by the Legislature, and that will establish rates for the

WTX Cities based on the system-wide cost of serving the West Texas Division, which includes the Amarillo, Lubbock, and WTX Cities rate jurisdictions; and

WHEREAS, the City passed an ordinance renewing the RRM tariff process for the City to govern rate setting in 2015 and beyond; and

WHEREAS, the RRM tariff contemplates reimbursement of Cities' reasonable expenses associated with RRM applications; and

WHEREAS, on or about December 1, 2015, the Company filed with the City its first annual RRM filing under the renewed RRM tariff, requesting to increase natural gas base rates system-wide by \$9.6 million, and for WTX Cities by \$4.2 million; and

WHEREAS, WTX Cities coordinated its review of Atmos West Texas' RRM filing through attorneys and consultants used in prior RRM cases, who prepared a report recommending \$1.66 million in adjustments; and

WHEREAS, the Company reached agreement with WTX Cities to adjust its \$4.2 million request by \$1 million; and

WHEREAS, the Executive Committee, as well as WTX Cities' counsel and consultants, recommend that WTX Cities approve the attached rate tariffs ("Attachment A" to this Resolution), which will increase the Company's revenues by \$3.2 million; and

WHEREAS, the attached tariffs implementing new rates are consistent with the negotiated resolution reached by WTX Cities and are just, reasonable, and in the public interest;

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

**Section 1.** That the findings set forth in this Resolution are hereby in all things approved.

**Section 2.** That the City Council finds the existing rates for natural gas service provided by Atmos West Texas are unreasonable, and new tariffs that are attached hereto and incorporated herein as Attachment A, are just and reasonable and are hereby adopted.

**Section 3.** That Atmos West Texas shall reimburse the reasonable ratemaking expenses of the WTX Cities in processing the Company's RRM application.

**Section 4.** That to the extent any resolution or ordinance previously adopted by the Council is inconsistent with this Resolution, it is hereby repealed.

**Section 5.** That the meeting at which this Resolution was approved was in all things conducted in strict compliance with the Texas Open Meetings Act, Texas Government Code, Chapter 551.

**Section 6.** That if any one or more sections or clauses of this Resolution is adjudged to be unconstitutional or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of this Resolution and the remaining provisions of the Resolution shall be interpreted as if the offending section or clause never existed.

**Section 7.** That consistent with the City Ordinance that established the RRM process, this Resolution shall become effective from and after its passage with rates authorized by attached tariffs to be effective for bills rendered on or after March 15, 2016.

**Section 8.** That a copy of this Resolution shall be sent to Atmos West Texas, care of Becky Palmer, Vice President of Rates and Regulatory Affairs West Texas Division, Atmos Energy Corporation, P.O. Box 1121, Lubbock, Texas 79408-1121, and to Geoffrey Gay, General Counsel to WTX Cities, at Lloyd Gosselink Rochelle & Townsend, P.C., 816 Congress Avenue, Suite 1900, Austin, Texas 78701.

PASSED AND APPROVED this 15th day of March, 2016.

\_\_\_\_\_  
Dave Nix, Mayor

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Norma Garcia  
City Secretary

\_\_\_\_\_  
Russell Casselberry  
City Attorney



# ***City Council Agenda***

***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 13**

SUBJECT: **REVISION TO CURFEW ORDINANCE**  
PROCEEDING: Ordinance  
SUBMITTED BY: City Staff  
AUTHORITY: 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 to a ending time of 4:00 P.M.

## **COUNCIL ACTION**

**DISCUSSION** \_\_\_\_\_

Motion by Council Member \_\_\_\_\_ to amend and extend Ordinance O-10-13, Section 8.06.001 of the City of Lamesa Code of Ordinances to a 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 86 ENTITLED "PENAL OFFENSES", ARTICLE F ENTITLED "CURFEW", SECTION §86.093 (1) CURFEW HOURS; ESTABLISHING A DAYTIME CURFEW BETWEEN 9:00 A.M. TO 4:00 P.M. ON ANY SCHOOL DAY FOR PERSONS UNDER 17 YEARS OF AGE AND RE-ADOPTING AND CONTINUING ORDINANCE NO. O-12-07 PROVIDING DEFENSES TO PROSECUTION FOR VIOLATIONS; AND PROVIDING A PENALTY NOT TO EXCEED \$500 FOR EACH VIOLATION OF ANY PROVISION OF THIS ORDINANCE PROVIDING A SAVINGS CLAUSE; PROVIDING REPEAL CLAUSE; REVOKING ALL ORDINANCES IN CONFLICT THEREWITH; DIRECTING THE CITY SECRETARY TO PUBLISH NOTICE OF PASSAGE OF THIS ORDINANCE AND PROVIDING AN EFFECTIVE DATE.**

On the \_\_\_\_ day of \_\_\_\_\_, 2010, 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, on December 18, 2007 the City Council of the City of Lamesa, passed Ordinance No. O-12-07, amending Chapter 86 of the Code of Ordinances of the City.

WHEREAS, effective May 31, 1995, Texas Local Government Code sec. 370.002 mandates that the City council, every three years, review the curfew ordinances effect on the community, conduct and public hearing on the need to continue the ordinance, and abolish continue or modify the ordinance;

WHEREAS, on June 18, 2010, the City Council, at a meeting called in accordance with the laws of the State of Texas and of the Lamesa City council at which a quorum of the members were present, (1) conducted a review of the ordinance's effects on the community and on problems the ordinance was intended to remedy, and (2) held a public hearing on the need to continue the ordinance; and

WHEREAS, after conducting a review and hearing the comments of the public for the need to continue the curfew ordinance, the City Council finds that (1) since enactment, the curfew ordinance has had a positive impact on the city and has been successful in addressing the problems that the ordinance was intended to remedy, and (2) it is in the best interest of the health, safety and welfare of the community that the curfew ordinance be readopted and continued in full force and effect to include said modifications.

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

Section 1. The Chapter 86 entitled "Penal Offenses" of the Code of Ordinances of the City of Lamesa, Texas, be, and is hereby, amended by adding the following Article F entitled "Curfew":

**ARTICLE F. "CURFEW"**

§86.093 Definitions. For the purposes of this Ordinance the following words or terms shall have the meanings given below:

- (1) *Curfew Hours* shall mean between the hours of 12:00 midnight and 6:00 a.m. each day and a daytime curfew between 9:00 a.m. and 4:00 p.m. on any school day for persons under seventeen (17) years of age. *It shall be unlawful for any minor, under the age of seventeen (17) years, to remain walk, run, stand, drive or ride about, in or upon any public place in the City, on school days, between the hours of 9:00 a.m. and 4:00 p.m. on Monday through Friday, inclusive.*
- (2) *Emergency* shall mean an unforeseen combination of circumstances or the resulting conditions that call for immediate action, including, but not be limited to, a fire, natural disaster, automobile accident, or any unforeseen situation requiring immediate action to prevent serious illness, bodily injury, loss of life, or for the preservation of property.
- (3) *Establishment* shall mean any privately-owned place of business to which the public has access or is invited, including, but not limited to, any place of amusement or entertainment.
- (4) *Guardian* shall mean a person who, under court order, is the guardian of the person of a minor or a public or private agency with whom a minor has been placed by a court.
- (5) *Minor* shall mean any person under 17 years of age.
- (6) *Operator* shall mean any individual, firm, association, partnership, entity, or corporation operating, managing, or conducting the operation of any establishment. The term includes the members or partners of an association, entity, or partnership and the officers of a corporation.
- (7) *Parent* shall mean a person who is a natural parent, adoptive parent, or step-parent of a minor, or a person at least 18 years of age who is authorized by the parent or guardian of a minor or by Court order to have the care and custody of such minor.
- (8) *Police Department* shall mean the Lamesa Police Department and shall include any law enforcement agency working with the City of Lamesa through any inter-agency agreement.
- (9) *Public Place* shall mean any place to which the public or a substantial group of the public has access and shall include, but not be limited to, streets, highways, and the common areas of schools, hospitals, apartment houses, office buildings, transportation facilities, restaurants, theaters, game rooms, shops, shopping centers, or any other place that offers for sale services, merchandise, or entertainment services.
- (10) *Remain* shall mean to linger or stay, or to fail to leave, when requested to do so by a police officer or the owner, operator, or other person in control of the premises.

**§86.094. Offenses.**

- (1) It shall be unlawful for any minor to knowingly remain, walk, run, or stand, or to operate or ride about in any motor vehicle or bicycle, in or upon any public place or on the premises of any establishment within the city during curfew hours.
- (2) It shall be unlawful for the parent or guardian of a minor to knowingly permit, or by insufficient control allow, a minor to knowingly remain, walk, run, or stand, or to operate or ride about in any motor vehicle or bicycle, in or upon any public place or on the premises of any establishment within the city during curfew hours.

**§86.095. Defenses.**

- (1) It shall be an affirmative defense to prosecution under §86.094(1) of this Ordinance that a Minor was:
  - (a) accompanied by the Minor's Parent or Guardian;
  - (b) on an errand at the direction of the Minor's Parent or Guardian; provided, however, that the Minor has in his or her possession at the time he is stopped by law enforcement personnel, a written note signed by the Parent or Guardian authorizing the errand;
  - (c) in a motor vehicle involved in intrastate or interstate travel, and traveling by a direct route between the point of departure and destination.
  - (d) engaged in a lawful employment activity, or going directly to the employment activity, or returning directly to the Minor's residence or place designated by the minor's parent or guardian from the employment activity;
  - (e) involved in an Emergency;
  - (f) on an errand made necessary by a verifiable illness, injury, or emergency;
  - (g) on the sidewalk abutting the Minor's permanent residence or place designated by the minor's parent or guardian or abutting the residence of a next-door neighbor of the Minor's permanent residence or place designated by the minor's parent or guardian, if the neighbor did not complain to the Police Department about the Minor's presence at their residence;
  - (h) attending a school, religious, or government-sponsored or other civic activity supervised by adults and sponsored by an educational, religious, or governmental institution, civic organization, or other similar entity, or traveling directly to, or returning from, any such activity;
  - (i) engaged, participating in, or traveling to or from any event, function, or activity for which the application of §86.094(1) of this Ordinance would contravene the minor's rights protected by the United States Constitution including, but not limited to, First Amendment rights such as the free exercise of religion, freedom of speech, or the right of assembly; or
  - (j) married or had been married or had disabilities of minority removed in accordance with Chapter 31 of the Texas Family Code; or
- (2) It is an affirmative defense to prosecution under §86.094(1) of this Ordinance that the Minor has been directed by the Minors Parent or Guardian to engage in a specific activity or to carry out expressed instructions, during the time that the Minor is actually engaged in fulfilling those directions or responsibilities.

**§86.096. Enforcement.**

- (1) A police officer, upon finding a minor in violation of §86.094(1) of this Ordinance, shall:
  - a. Ascertain the name and address of the Minor;
  - b. Ascertain the name and address of the Minor's Parent(s) or Guardian(s);

- c. Ask the Minor's reason for being in a public place and determine if a defense to prosecution pursuant to §86.095 of this Ordinance applies;
  - d. If the police officer reasonably believes that the Minor is violating §86.094(1) of this Ordinance and that no defense described in §86.095 of this Ordinance is present, issue to the minor a municipal court misdemeanor citation for a violation of said Section;
  - e. Immediately notify the Parent(s) or Guardian(s) to pick up the minor at the location where the minor is being detained, advise the Parent(s) or Guardian(s) of the fact that the minor was charged with a violation of this article by issuance of a municipal court misdemeanor citation, soliciting cooperation in the future, and including a warning that any subsequent violation will possibly result in prosecution of the Parent(s) or Guardian(s) pursuant to §86.094(2) of this Ordinance.
  - f. Submit a copy of the citation to the Lamesa Police Department which shall then send a letter to the Parent(s) or Guardian(s) of the Minor advising of the fact that the Minor was charged.
- (2) After following the procedures described in §86.096(1) above, the police officer may take the Minor into custody and deliver the Minor to a holding location if the officer reasonably believes that the Minor is in violation of §86.094(1) of this Ordinance, that no defense described in §86.095 of this Ordinance is present, and:
- a. The Minor has received a municipal court misdemeanor citation for a violation of §86.094(1) of this Ordinance on more than one (1) previous occasion; or
  - b. Reasonable grounds exist to believe that the Minor has engaged in delinquent conduct or conduct indicating a need for supervision in accordance with §51.03 and §52.01 of the Texas Family Code.
- (3) When a Minor is taken into custody under §86.096(2), the Lamesa Police Department shall immediately notify the Minor's Parent(s) or Guardian(s) to pick up the Minor at the holding location. After a Parent or Guardian of the Minor arrives at the holding location and provides the information required by the police department to file an incident report, if the officer reasonably believes the Parent(s) or Guardian(s) has violated §86.094(2) of this Ordinance and that no defense described in §86.095 of this Ordinance exists, the police officer may, in his or her discretion, issue to the Parent(s) or Guardian(s) a municipal court misdemeanor citation for a violation of §86.094(2) of this Ordinance.

**§86.097. Penalties.**

- (1) A person who shall intentionally, knowingly, recklessly or with criminal negligence violates any provision of this Ordinance shall be deemed guilty of a misdemeanor and, upon conviction, shall be fined in an amount not to exceed \$500.
- (2) When required by §51.08 of the Texas Family Code, as amended, the Municipal Court shall waive original jurisdiction over a Minor who violates §86.094(1) of this Ordinance and shall refer the Minor to Juvenile Court.

**Section 2. Effective date:** That this Ordinance shall become effective \_\_\_\_\_.

**Section 3. Severability.** In the event any clause, phrase, provision, sentence, or part of this Ordinance or the application of the same to any person or circumstance shall for any reason be adjudged invalid or held unconstitutional by a court of competent jurisdiction, it shall not affect,



impair, or invalidate this Ordinance as a whole or any part or provision hereof other than the part declared to be invalid or unconstitutional; and the City Council of the City of Lamesa, Texas, declares that it would have passed each and every part of the same notwithstanding the omission of to be invalid or unconstitutional, whether there be one or more parts.

Section 4. The City Secretary is hereby authorized and directed to cause publication of the descriptive caption of the Ordinance as an alternative method of publication as provided by law.

Section 5. Continuing Evaluation. This Ordinance, which is codified as Chapter 86, Article F entitled "Curfew" of the Code of Ordinances, shall be reviewed every third year prior to the anniversary date of the ordinance as required by §370.002 of the Local Government Code. The first review shall be conducted no later than November 1, 2010, and every third year thereafter. Such review shall be conducted following a public hearing upon the need to continue the ordinance and the City Council shall have the option to continue, abolish or modify the ordinance based upon their review of the ordinance's effects on the community and on the problems the ordinance is intended to remedy.

Upon being put to a vote, the foregoing Ordinance was Passed, on First Reading on the 20th day of November, 2007, by a majority vote; and then on the 18th day of December, 2007, 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 18th day of December, 2007, 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:

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Maria Hatchett, City Secretary

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Kelvin Barkowsky, Mayor

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 14**

**SUBJECT: BUDGET AMENDMENT II**  
**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 15<sup>th</sup> day of March, 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><b>Revenues</b></u>	<u><b>Expenditures</b></u>
General Fund	\$ 14,786.88	\$ 14,786.88
Special Revenue Fund (17)	\$ 19,360.00	\$ 19,360.00
Utility Fund	\$ 12,013.78	\$ 12,013.78
Total of All Funds	\$ 46,160.66	\$ 46,160.66

**SECTION 2.** Effective date: That this Ordinance shall become effective as of this April 22, 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 29, 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:

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Norma Garcia  
City Secretary

APPROVED:

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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: MARCH 15, 2016**

**AGENDA ITEM: 15**

**SUBJECT: DISCUSSION OF ADDITION OF PLANNED DEVELOPMENTS "PD" ZONING  
DESIGNATION TO CITY'S ZONING ORDINANCE**

**PROCEEDING: Approval**

**SUBMITTED BY: City Staff**

**EXHIBITS: Draft Ordinance**

### **SUMMARY STATEMENT**

Discussion of Planned Development to City's Zoning Ordinance and its possible benefits for the City of Lamesa.

## Chapter 14 Zoning

### Division 2. Districts

#### Sec. 14.03.051 Zoning districts

(a) Division into districts. In order to restrict and regulate the different land uses the city is divided into different classes of districts designations as:

"R-1" District: Single-family residences, garden homes

"R-2" District: Two-family residence (duplex)

"R-3" District: Apartment district, multifamily dwellings

"M-1" Manufactured home district

"M-2" Manufactured home park, recreational vehicle park

"C-1" Local retail district

"I-1" Light industry district

"I-2" Heavy industry district

"PD" Planned Development

#### Sec. 14.03.061 Regulations for "PD"- districts

##### 1. PD, Planned development district uses permitted.

a. The city council of the City of Lamesa, Texas, after public hearing and proper notice to all parties affected and after recommendation from the planning and zoning commission, may authorize the creation of the following types of planned development districts:

(1) Shopping center on tracts of three (3) acres or more.

(2) Housing development on tracts of three (3) acres or more, or a community unit development.

- (3) Industrial parks or districts on tracts of ten (10) acres or more.
- (4) Medical center and hospital.
- (5) Civic center and community center.
- (6) Office center.
- (7) Recreation center.
- (8) A convalescent or nursing facility licensed under chapter 242 of the Health and Safety Code.
- (9) A combination of any of the developments listed in (1) through (8).
- (10) Transition districts as an extension of an existing district whereby the provision of off-street parking, screening walls, open space and planting would create a protective transition between a lesser and a more restrictive district.

b. In establishing a planned development district in accordance with this section, the city council shall require a comprehensive site plan of the development. Such site plan shall be reviewed by the Planning and Zoning Board in accordance with Chapter 14 Division 4 of this code prior to being approved and filed as part of the ordinance and prior to the issuance of any building permit in a planned development district. Such required plan and ordinance shall set forth the requirements for the following:

- (1) Ingress and egress to the property
- (2) Public or private streets or drives, with adequate right-of-way to conform to the thoroughfare plan of the City of Lamesa
- (3) Sidewalks
- (4) Utilities
- (5) Drainage
- (6) Parking space
- (7) Height of building
- (8) Maximum lot coverage
- (9) Yards and open spaces
- (10) Screening walls or fences and other development and protective requirements considered necessary to create a reasonable transition to and protection of the adjacent property.

(11) Property and building setbacks

(12) Signage type and height requirements

c. Every planned development district approved under the provisions of this ordinance shall be considered as an amendment to the ordinance as applicable to the property involved. In approving the planned development district, the city council may impose conditions relative to the standard of development and such conditions shall be complied with before a certificate of occupancy is issued for the use of the land, or any structure which is part of the planned development district. Such conditions shall not be construed as conditions precedent to the approval of the zoning amendment, but shall be construed as conditions precedent to the granting of a certificate of occupancy.

d. All planned development districts approved pursuant to the provisions of Section 14.03.061, paragraph 1, as outlined herein shall be referenced on the zoning district map and indexed by number in the list of planned development districts found in this ordinance.

The following is a link to Chapter 242 of the Texas Health and Safety Code referenced in this ordinance.

<http://www.statutes.legis.state.tx.us/Docs/HS/htm/HS.242.htm>

The following is the definitions from Chapter 242 defining what qualifies under this statute.

Sec. 242.002. DEFINITIONS. In this chapter:

(1) "Commission" means the Health and Human Services Commission.

(2) "Commissioner" means the commissioner of aging and disability services.

(3) "Controlling person" means a person who controls an institution or other person as described by Section [242.0021](#).

(4) "Department" means the Department of Aging and Disability Services.

(5) "Elderly person" means an individual who is 65 years of age or older.



(5-a) "Executive commissioner" means the executive commissioner of the Health and Human Services Commission.

(6) "Facility" means an institution.

(7) "Governmental unit" means the state or a political subdivision of the state, including a county or municipality.

(8) "Home" means an institution.

(9) "Hospital" has the meaning assigned by Chapter 241 (Texas Hospital Licensing Law).

(10) "Institution" means an establishment that:

(A) furnishes, in one or more facilities, food and shelter to four or more persons who are unrelated to the proprietor of the establishment; and

(B) provides minor treatment under the direction and supervision of a physician licensed by the Texas Medical Board, or other services that meet some need beyond the basic provision of food, shelter, and laundry.

(11) "Person" means an individual, firm, partnership, corporation, association, joint stock company, limited partnership, limited liability company, or any other legal entity and includes a legal successor of those entities.

(12) "Resident" means an individual, including a patient, who resides in an institution.

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 16**

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**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 Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 17**

**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: February 29th, 2016**

	Current Month-to-Date	Year-to-Date
<b>General Fund (1)</b>		
Revenues	\$ 423,666.67	\$ 2,577,981.82
Expenditures	\$ 268,530.51	\$ 1,477,101.16
<b>Revenues Over/(Under) Expenditures</b>	<b><u>\$ 155,136.16</u></b>	<b><u>\$ 1,100,880.66</u></b>
 <b>Water &amp; Wastewater Fund (2)</b>		
Revenues	\$ 296,422.37	\$ 1,646,245.82
Expenditures	\$ 512,076.00	\$ 1,760,306.15
<b>Revenues Over/(Under) Expenditures</b>	<b><u>\$ (215,653.63)</u></b>	<b><u>\$ (114,060.33)</u></b>
 <b>Solid Waste Fund (3)</b>		
Revenues	\$ 156,125.12	\$ 794,872.12
Expenditures	\$ 266,325.12	\$ 784,652.76
<b>Revenues Over/(Under) Expenditures</b>	<b><u>\$ (110,200.00)</u></b>	<b><u>\$ 10,219.36</u></b>
 <b>Golf Course Fund (18)</b>		
Revenues	\$ 42,326.00	\$ 87,699.34
Expenditures	\$ 16,667.71	\$ 103,723.62
<b>Revenues Over/(Under) Expenditures</b>	<b><u>\$ 25,658.29</u></b>	<b><u>\$ (16,024.28)</u></b>
 <b>All Funds</b>		
Revenues	\$ 918,540.16	\$ 5,106,799.10
Expenditures	\$ 1,063,599.34	\$ 4,125,783.69
<b>Revenues Over/(Under) Expenditures</b>	<b><u>\$ (145,059.18)</u></b>	<b><u>\$ 981,015.41</u></b>
	\$ (145,059.18)	\$ 981,015.41

CITY OF LAMESA  
FINANCIAL STATEMENT  
AS OF: FEBRUARY 29TH, 2016

01 -GENERAL FUND  
FINANCIAL SUMMARY

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
01-TAXES		2,944,979.00	360,493.92	2,109,145.67	71.62	835,833.33
02-FRANCHISES AND STREET		571,809.00	28,510.74	198,042.67	34.63	373,766.33
03-PERMITS, LICENSES AND		38,300.00	2,182.68	13,966.01	36.46	24,333.99
04-FINES		80,000.00	13,317.80	33,242.34	41.55	46,757.66
05-RECREATIONAL AND RENTA		20,500.00	1,446.00	10,519.75	51.32	9,980.25
06-OTHER GOVERNMENTAL AGE		189,867.00	5,970.00	93,524.00	49.26	96,343.00
07-TRANSFERS		0.00	0.00	0.00	0.00	0.00
08-CHARGES FOR CURRENT SE		15,350.00	71.20	800.90	5.22	14,549.10
09-MISCELLANEOUS REVENUES		234,832.00	11,674.33	118,740.48	50.56	116,091.52
19-SOURCE (CHG TO 49XXX)		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		4,095,637.00	423,666.67	2,577,981.82	62.94	1,517,655.18

## EXPENDITURE SUMMARY

GENERAL ADMIN SERVICES	216,801.00	12,403.01	74,375.78	34.31	142,425.22
FINANCIAL SERVICES	75,562.00	11,984.26	30,195.63	39.96	45,366.37
PERSONNEL/RISK MGT SERV	56,105.00	3,631.21	27,602.41	49.20	28,502.59
COMMUNITY DEVELOPMENT SER	700.00	125.01	429.10	61.30	270.90
HOUSING ASSISTANCE SERV	11,836.00	3,984.23	9,235.56)	78.03-	21,071.56
CITY COUNCIL	67,857.00	3,637.70	18,560.96	27.35	49,296.04
CITY HALL	84,075.00	8,993.72	39,428.45	46.90	44,646.55
INTERGOVERNMENTAL	60,652.00	3,465.36	25,052.75	41.31	35,599.25
MUNICIPAL COURT	103,611.00	7,053.44	40,639.32	39.22	62,971.68
VEHICLE REPAIR SERVICES	35,244.00	987.73	7,581.42	21.51	27,662.58
VEHICLE PREVENTIVE MNT	1,780.00	167.15	95.88)	5.39-	1,875.88
FIRE SERVICES	590,087.00	39,433.71	252,921.37	42.86	337,165.63
VOLUNTEER FIRE SERVICES	140,396.00	6,825.81	39,900.80	28.42	100,495.20
PD - GEN'L ADMIN SERV	194,693.00	15,960.58	84,834.31	43.57	109,858.69
COMMUNICATIONS SERVICES	211,340.00	12,957.09	75,196.12	35.58	136,143.88
GEN'L LAW ENFORCEMENT SER	985,008.00	63,705.38	386,343.46	39.22	598,664.54
CRIMINAL INVESTIGATIONS	169,672.00	10,764.38	54,811.80	32.30	114,860.20
JUVENILE SERVICES	0.00	0.00	0.00	0.00	0.00
ANIMAL CONTROL SERVICE	37,999.00	1,537.14)	16,843.62)	44.33-	54,842.62
EMERGENCY MANAGEMENT SERV	20,200.00	2,163.04	19,995.94	98.99	204.06
NARCOTICS INTERDICTION	0.00	0.00	0.00	0.00	0.00
STREET MAINTENANCE SERV	257,516.00	16,597.99	96,536.96	37.49	160,979.04
STREET CONST/SEAL COAT	119,000.00	100.00	555.44	0.47	118,444.56
STREET CLEANING SERVICES	98,843.00	3,439.35	15,630.04	15.81	83,212.96
TRAFFIC SERVICES	173,211.00	15,689.36	57,306.23	33.08	115,904.77
INSPECTION SERVICES	137,479.00	8,302.63	49,857.33	36.27	87,621.67
PARK MAINTENANCE SERVICES	269,154.00	15,837.41	87,863.50	32.64	181,290.50
PARK IRRIGATION SERVICES	14,133.00	2,343.91)	7,907.49)	55.95-	22,040.49
COMMUNITY BUILDING SERV	44,879.00	1,907.06	12,800.23	28.52	32,078.77
RECREATIONAL FACILITIES	183,596.00	1,582.81	9,393.87	5.12	174,202.13

CITY OF LAMESA  
FINANCIAL STATEMENT  
AS OF: FEBRUARY 29TH, 201601 -GENERAL FUND  
FINANCIAL SUMMARY

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
	SWIMMING POOL SERVICES	73,553.00	712.14	3,370.49	4.58	70,182.51
	TOTAL EXPENDITURES	4,434,982.00	268,530.51	1,477,101.16	33.31	2,957,880.84
	REVENUES OVER/(UNDER) EXPENDITURES	( 339,345.00)	155,136.16	1,100,880.66	324.41-	( 1,440,225.66)
	OTHER SOURCES (USES)	0.00	0.00	0.00	0.00	0.00
	REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	( 339,345.00)	155,136.16	1,100,880.66	324.41-	( 1,440,225.66)



C I T Y O F L A M E S A  
FINANCIAL STATEMENT  
AS OF: FEBRUARY 29TH, 2016

02 -WATER & WASTEWATER ENTER,  
FINANCIAL SUMMARY

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
REVENUE SUMMARY						
11-OPERATING REVENUES		4,008,106.00	296,212.37	1,618,798.30	40.39	2,389,307.70
12-NON-OPERATING REVENUES		220,891.00	210.00	27,447.52	12.43	193,443.48
TOTAL REVENUES		4,228,997.00	296,422.37	1,646,245.82	38.93	2,582,751.18
EXPENDITURE SUMMARY						
WATER PRODUCTION SERVICES		1,479,827.00	290,188.01	664,040.66	44.87	815,786.34
WATER DIST/WASTEWATER SER		1,776,779.00	147,622.33	579,993.56	32.64	1,196,785.44
WASTEWATER TREATMENT SERV		818,709.00	38,775.41	329,394.72	40.23	489,314.28
ENGINEERING SERVICES		80,786.00	5,681.31	29,350.66	36.33	51,435.34
TECHNICAL SERVICES		73,665.00	7,294.25	32,418.80	44.01	41,246.20
UTILITY BILLING/COLLECT		271,226.00	22,365.49	123,052.48	45.37	148,173.52
INSPECTION SERVICES		0.00	149.20	2,055.27	0.00	( 2,055.27)
TOTAL EXPENDITURES		4,500,992.00	512,076.00	1,760,306.15	39.11	2,740,685.85
REVENUES OVER/(UNDER) EXPENDITURES		( 271,995.00)	( 215,653.63)	( 114,060.33)	41.93	( 157,934.67)
OTHER SOURCES (USES)		0.00	0.00	0.00	0.00	0.00
REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)		( 271,995.00)	( 215,653.63)	( 114,060.33)	41.93	( 157,934.67)

C I T Y   O F   L A M E S A  
 FINANCIAL STATEMENT  
 AS OF: FEBRUARY 29TH, 2016

03 -SOLID WASTE ENTERPRISE  
 FINANCIAL SUMMARY

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	150,397.82	759,927.06	40.66	1,109,220.94
22-NON-OPERATING REVENUES		79,000.00	5,727.30	34,945.06	44.23	44,054.94
TOTAL REVENUES		1,948,148.00	156,125.12	794,872.12	40.80	1,153,275.88
EXPENDITURE SUMMARY						
SOLID WASTE COLLECTION SV		895,466.00	61,276.97	354,363.85	39.57	541,102.15
SANITARY LANDFILL SERVICE		846,105.00	184,465.03	343,564.43	40.61	502,540.57
SPECIALIZED COLLECTION SV		123,592.00	9,132.84	41,749.18	33.78	81,842.82
ENVIRONMENTAL HEALTH SERV		126,788.00	11,450.28	44,975.30	35.47	81,812.70
TOTAL EXPENDITURES		1,991,951.00	266,325.12	784,652.76	39.39	1,207,298.24
REVENUES OVER/(UNDER) EXPENDITURES	( 43,803.00)	( 110,200.00)	10,219.36	23.33-	( 54,022.36)	
OTHER SOURCES (USES)						
		0.00	0.00	0.00	0.00	0.00
REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)	( 43,803.00)	( 110,200.00)	10,219.36	23.33-	( 54,022.36)	

CITY OF LAMESA  
FINANCIAL STATEMENT  
AS OF: FEBRUARY 29TH, 201618 -MUNICIPAL GOLF COURSE  
FINANCIAL SUMMARY

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	42,326.00	87,699.34	42.43	119,000.66
TOTAL REVENUES		206,700.00	42,326.00	87,699.34	42.43	119,000.66
EXPENDITURE SUMMARY						
MUNICIPAL GOLF COURSE		204,549.00	16,667.71	103,723.62	50.71	100,825.38
TOTAL EXPENDITURES		204,549.00	16,667.71	103,723.62	50.71	100,825.38
REVENUES OVER/(UNDER) EXPENDITURES		2,151.00	25,658.29	( 16,024.28)	744.97-	18,175.28
REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER (USES)						
		2,151.00	25,658.29	( 16,024.28)	744.97-	18,175.28



**City of Lamesa**  
**Balance Sheet Summary**  
**As of : February 29th, 2016**

**General Fund (1)**

Assets	\$	3,449,000.02
Liabilities	\$	513,405.34

**Water & Wastewater Fund (2)**

Assets	\$	17,668,232.85
Liabilities	\$	14,334,071.65

**Solid Waste Fund (3)**

Assets	\$	3,729,328.75
Liabilities	\$	1,573,296.08

**Golf Course Fund (18)**

Assets	\$	59,474.52
Liabilities	\$	152,847.32

01 -GENERAL FUND

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
<b>ASSETS</b>		
01-1001	CASH IN BANK	2,378,038.03
01-1002	PETTY CASH	0.00
01-1003	RETURNED CHECKS	3,772.65
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	727.50
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	17,011.56
01-1014	DUE FROM DAWSON COUNTY	0.40
01-1015	CASH IN BANK - PAYROLL	( 16.26)
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	854,469.76
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	6,090.73
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	8,101.64
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
		3,449,000.02
TOTAL ASSETS		3,449,000.02

## 01 -GENERAL FUND

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
<b>LIABILITIES</b>		
01-2013	PAVING LIEN REFUND PAYABLE	0.00
01-2014	SALES TAX PAYABLE	10,382.63
01-2015	VOUCHERS PAYABLE	184,279.92
01-2016	COMMUNITY BLDG.DEPOSITS	16,910.50
01-2017	REFUND OF CASH DEPOSITS	591.00
01-2018	WAGES PAYABLE	0.00
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	573.70
01-2029	DUE TO SWMF	0.00
01-2030	GOVERNOR'S TAX PAYABLE	2,996.87
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	80.00
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	120.00
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	12,468.12
01-2053	COURT TECHNOLOGY FEE	8,244.83
01-2055	TAN I&S PRINCIPAL	0.00
01-2056	TAN I&S INTEREST	0.00
01-2070	GROUP INS. PRE-TAX	4,717.20
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		513,405.34
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	2,577,981.82	
	TOTAL EXPENSES	1,477,101.16	
	TOTAL REVENUE OVER/(UNDER) EXPENSES	1,100,880.66	
	TOTAL EQUITY & REV. OVER/(UNDER) EXPENSES		2,935,594.68
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXPENSES		3,449,000.02

## BALANCE SHEET

AS OF: FEBRUARY 29TH, 2016

02 -WATER &amp; WASTEWATER ENTER.

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
<b>ASSETS</b>		
02-1001	CASH IN BANK	( 386,522.51)
02-1002	CASH IN DRAWER	0.00
02-1003	DUE FROM INVESTMENTS/WATER DEP	28,892.12
02-1004	CAPITAL EQUIPMENT RESERVE	142,647.03
02-1005	W.S.G. CHGS. RECEIVABLE	190,104.85
02-10051	REFUNDS PAYABLE	( 328.98)
02-10052	UTILITY A/R SUSPENSE	0.00
02-10053	UNAPPLIED US REVENUE	( 22,316.38)
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	288,498.58
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.	468.90
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	17,781.57
02-1037	DUE TO INVESTMENT - WTR. TOWER	383,554.63
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
		17,668,232.85
TOTAL ASSETS		17,668,232.85

02 -WATER &amp; WASTEWATER ENTER.

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
<b>LIABILITIES</b>		
02-2010	DUE TO LAMESA EDC	0.00
02-2013		0.00
02-2025	REVENUE RECOVERY LIABILITY	( 236.77)
02-2026	REVENUE RECOVERY FEES	1,644.45
02-2027	UNDEPOSITED METER DEPOSIT	0.00
02-2028	WATER DEPOSITS	247,062.98
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 SMMF - 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)

## BALANCE SHEET

AS OF: FEBRUARY 29TH, 2016

## 02 -WATER &amp; 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	14,334,071.65
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	1,646,245.82
	TOTAL EXPENSES	1,760,306.15
	TOTAL REVENUE OVER/(UNDER) EXPENSES	{ 114,060.33}
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	3,334,161.20
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.	17,668,232.85

## 03 -SOLID WASTE ENTERPRISE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE
<b>ASSETS</b>		
03-1001	CASH IN BANK	422,395.92
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	116,379.96
03-1010	UNAMORTIZED TAN ISSUE COSTS	0.00
03-1011	GARBAGE CHG. RECEIVABLE	94,944.88
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	44,713.89
03-1022	POST CLOSURE RESERVE	609,002.81
03-1023	ENVIRONMENTAL 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)
		3,729,328.75
TOTAL ASSETS		3,729,328.75

## 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 - CATERPILLAR (DOZER)	( 0.25)
03-2051	EST.LIAB.LANDFILL CLOSURE	493,535.18
03-2052	OUTSOURCE LEASE-MAD VAC S-T	0.00
03-2053	CATERPILLAR 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	ACCURED 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	794,872.12
	TOTAL EXPENSES	784,652.76
	TOTAL REVENUE OVER/(UNDER) EXPENSES	10,219.36
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	2,156,032.67
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.	3,729,328.75



## 18 -MUNICIPAL GOLF COURSE

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE	
<b>ASSETS</b>			
18-1001	CASH	( 131,976.09)	
18-1005	GOLF FEES RECEIVABLE	32,979.21	
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	
		59,474.52	
TOTAL ASSETS			59,474.52
<b>LIABILITIES</b>			
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
<b>EQUITY</b>			
18-3001	FUND BALANCE	( 77,348.52)	
	TOTAL BEGINNING EQUITY	( 77,348.52)	
	TOTAL REVENUE	87,699.34	
	TOTAL EXPENSES	103,723.62	
	TOTAL REVENUE OVER/(UNDER) EXPENSES	( 16,024.28)	
	TOTAL EQUITY & REV. OVER/(UNDER) EXP.	( 93,372.80)	
	TOTAL LIABILITIES, EQUITY & REV.OVER/(UNDER) EXP.		59,474.52

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 18**

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**SUBJECT: CITY MANAGER REPORT**

**SUBMITTED BY: City Manager**

### **SUMMARY STATEMENT**

City Manager to report on current activities and answer questions from the City Council.

- Closure and cost of City Gas Tanks.

### **COUNCIL ACTION**

No City Council action required.

# ***City Council Agenda***

## ***City of Lamesa, Texas***

**DATE OF MEETING: MARCH 15, 2016**

**AGENDA ITEM: 19**

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**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, March 15, 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 March 15, 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 March 15, 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: MARCH 15, 2016**

**AGENDA ITEM: 20**

**ADJOURNMENT:** Announcement by the Mayor- "The next regularly scheduled meeting of the City Council of the City of Lamesa will be **April 19, 2016** at 5:30 P.M."