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:

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 31st, 2018 with up to three (3) one year options, for the following City-owned property:
   
   Tract “A”: Approximately 168 acres of land surrounding the city’s sewer treatment plant, lagoons, and sanitary landfill; and
   
   Tract “B”: Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

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 1st 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 1st 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.
**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 11th, 2016 in accordance with Chapter 551.041 of the Government Code.

Norma Garcia, City Secretary
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.
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 _of 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 CASSELBERY 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 7th, 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 7th, 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
POLICY REGARDING FIREARMS IN THE CITY OF LAMESA MUNICIPAL BUILDING (CITY HALL): Consider passing a resolution to prohibit the carrying of firearms in the City of Lamesa Municipal Building (City Hall).

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.

VOTING: “AYE” 5 “NAY” 1 “ABSTAIN” 0

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.

After some discussion no action was taken.

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.

VOTING: “AYE” 6 “NAY” 0 “ABSTAIN” 0

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:

Norma Garcia                                    Dave Nix
City Secretary                                  Mayor
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11406 SOLENSIS 6073
11406 THE POLICE AND SHERIFFS 6106
11406 HOLLEY INDUSTRIES INC 6130
11406 SMITH FANS INC. 6248
11406 GONZALEZ WELDING 6254
11406 O'MOIrNE PETROLEUM 6284
11406 MUNICIPAL CODE CORPORATION 6296
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11417 SOUTH PLAINS POLICE CHIEF 6065
11416 AUTOMATED CONTROLS 1240
11416 REID BETHEL TIRE CO 1224
11416 GIBBS PRINTING 2030
11416 LAMESA MAILING & PACKING 2588
11416 LAMESA PRESS REPORTER 2590
11416 PAYTON FLUMING REPORTER 3286
11416 WALMART COMMUNITY/GEN A.REP 4110
11416 LUBBOCK TRUCK SALES, INC. 5085
11416 MANNY TECHNOLOGY SOLUTIONS 5160
11416 STATE RUBBER & ENORMIIE 5315
11416 THE P IT SHOP AUTO DETAIL 6132
11416 NATIONAL INDUSTRIAL & SALES 6251
11416 GONZALEZ WELDING 6254
11416 CARRICK IRIGATION 6297
11424 ADVANCED ANALYSIS & LAB 1022
11424 AUTOMOTIVE TECHNOLOGY 1139
11424 B & J WELDING SUPPLY 1180
11424 BIG COUNTRY RG 1226
11424 CAIN ELECTRICAL SUPPLY 1383
11424 LAMESA CHAMBER OF COMMERCE 1457
11424 GEBO'S DISTRIBUTING 2000
11424 LAMESA BEARING, INC. 2480
11424 PARKHILL SMITH & COOPER 3763
11424 S & C OIL COMPANY, INC. 3575
11424 WESTERN INDUSTRIAL SUPPLIES 4240
11424 CENVANTS BODY SHOP 5040
11424 TASCOSA OFFICE MACHINES 5115
11424 EQUIPMENT SUPPLY CO., INC. 5275
11424 O'REILLY AUTOMOTIVE, INC 5618
11424 RAPA AUTO PARTS 5833
11424 CITY OF ASHMORE, TEXAS 5953
11424 JEANINE DWARD 6213

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**PRINT OPTIONS**

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| Print Projects:                 | No            |
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| Print Grand Totals:             | No            |
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| Page Break By:                  | None          |

*** END OF REPORT ***
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.
SUMMARY STATEMENT

Consider recommendation of City Engineer regarding capacity of landfill and potential need for development of additional cells and give City staff direction.
Ms. Shawna Burkhart, City Manager  
City of Lamesa  
601 S. 1st 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**

- 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. Holder, P.E.
Sector Director - Public Works

RHH/k/dg
Enclosures

R:\Solid Waste\Volume Reports\Lamesa\FY2015\Lamesa Type I - Volume Report.docx
Ms. Shawna Burkhart, City Manager  
City of Lamesa  
601 S. 1st 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 [Signature]

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

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Enclosures
R:\Solid Waste\Volume Reports\Lamesa\FY2015\Lamesa Type IV - Volume Report.docx
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 31st, 2018 with up to three (3) one year options, for the following City-owned property:

Tract “A”: Approximately 168 acres of land surrounding the city’s sewer treatment plant, lagoons, and sanitary landfill; and
Tract “B”: Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

COUNCIL ACTION

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

Tract “A”: Approximately 168 acres of land surrounding the city’s sewer treatment plant, lagoons, and sanitary landfill; and
Tract “B”: Approximately 34 acres out of the West 120 acres of the South ½ of Section 17, Block 35, T-5-N, off of Radio Road.

Motion 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
Norma Garcia
City Secretary}

OWNER
Dave Nix
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**

__________________________________________

__________________________________________

__________________________________________

Total amount of Bid __________________________
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
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 1st Street
Lamesa, Texas 79331

Qualifications shall be sealed and shall include the Consultant's 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.
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

---

From: Shawna Burkhart [mailto:sburkhart@ci.lamesa.tx.us]
Sent: Friday, March 04, 2016 3:41 PM
To: mbarnes@mikebarnesgroup.com
Subject: Follow-up on Strategic Planning Services

Dear Mike,

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

1. Clarification of methodology, process, deliverables and break down of time spent for both entities in one-on-one interviews with City Council/board members prior to, during and after a workshop, as well as time spent in workshop(s) and focus groups. Will you be meeting with each board as a group or individual members prior to, during and after a workshop?

2. In addition, the EDC would like clarification regarding “who are the stakeholders and the 3 focus groups?” Are the stakeholders internal or external to the organization or both?

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

Please provide a detailed project management timeline for each entity.

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

Shawna D. Burkhart
City Manager
A PROPOSAL TO THE CITY OF LAMESA AND THE LAMESA ECONOMIC DEVELOPMENT CORPORATION /LAMESA ECONOMIC ALLIANCE PROJECT

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

Submitted to Shawna D. Burkhart, City Manager
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 Glennan, Senior Associate, will also participate in this project. Mr. Glennan possesses a CEd, Master's Degree in Economic Development, Southern Mississippi University, and BS-Texas State University. He has in excess of 20 years executive level economic development/municipal experience.

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

References:
Mr. Carlton Schwab, Executive Director
Texas Economic Development Council
1011 San Jacinto, Suite 650
Austin, Texas 78701
carlton@texasedc.org
512.480.8432

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

Tres Hicks, Chairman of Board
EDC of Lea County
200 E. Broadway, Suite 201
P.O. Box 1376
Hobbs, NM 88241-1376
575 393 9827
THicks@pettigrew.us

Submitted by Mike Barnes Group, Inc.
Proposal to the City of Lamesa and the Lamesa EDC/LEAP

Methodology and Deliverables – City Strategic Plan

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

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

Time Frame and Costs

MBG would provide this Strategic Plan for LEDC/LEAP 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 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.

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.

Submitted by Mike Barnes Group, Inc.
City of Lamesa
&
Lamesa Economic Development Corporation

Proposal for Strategic Plan

Johnson & Associates
• 8308 Tecumseh Drive • Austin, TX 78753-5745 •
  512.339.9000 • 985.852.7745
www.JAToday.com • Johnson@JAToday.com • SOVassallo@gmail.com
Request for Qualifications

February 12, 2016

City of Lamesa
Strategic Consulting Services

Submitted By:

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

www.gettingbetterallthetime.com
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February 12, 2016

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

Dear Shawna:

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

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

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

- Policy-makers participate in collegial discussions about the future of Lamesa;
- The mission statement is reaffirmed;
- Strengths, weaknesses, opportunities and threatened 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 21st 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 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 Mejorado 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**
  
  o **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.

  o **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 Academies – 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.

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<td>John Kross, Town Manager</td>
<td>Jeff Weldon, City Manager</td>
<td>Randy Wright, City Manager</td>
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<td><a href="mailto:rwright@portlandtx.com">rwright@portlandtx.com</a></td>
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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 Mejorado 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
- "Career Management in the 21st Century" Texas City and City February 2015 issue
- "Retaining A+ Performers in the Finance Department" February 2015 issue of Government Finance Review published by the Government Finance Officers Association
- "What Government can learn from the Culture of Apple" January 20, 2015 issues of Governing.com
- "How Governments Can Hold Onto Their Top Performers" October 1, 2014 issue of Governing.com
- "Planting the Seeds to Harvest Innovation" June 11, 2014 issue of Governing.com
- "The Amazon-ification of Government and Why We Need More Of It" March 19, 2014 issue of Governing.com
• “Turning Your Organization into a Talent Magnet” February 2014 issue of Government Finance Review published by the Government Finance Officers Association
• “Government’s Crucial Employer Brand” December 11, 2013 issue of Governing.com
• “What is Successful Government” September 25, 2013 issue of Governing.com
• “Running Government Like a Start Up” June 28, 2013 issue of Governing.com
• “Knowledge Management: Transfer It Before It’s Too Late” June 2013 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
• “This Government Brought to You by” April 10, 2013 issue of Governing.com
• “This Government Brought to You by” April 10, 2013 issue of Governing.com
• “Your Leadership Playbook: Game Changing Practices of Successful Leaders” October 2012 issue of Public Management published by the International City/County Management Association (ICMA).
• “The Next Government Workforce” October 24, 2012 issue of Governing.com
• “Talent Management: The Next Phase of Succession Planning” September 2012 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)

Conference Presentations – 2016

• Arizona Municipal Clerks Association
• City Clerks Association of Southern California
• Illinois City/County Management Association
• New Mexico Chapter of the Society of Human Resource Management
• South Dakota Municipal League
• Southern California Public Labor Relations Council
• Wisconsin City/County Management Association
5. The Mejorando Group Advantage

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

- **Government Experience** - Our team members have extensive local government experience, serving in senior leadership and management positions, including as a city manager, and we blend this with excellent client-relations skills, first-rate facilitation capabilities and being well-versed in designing and helping execute strategic planning processes in a variety of communities.

- **Partnership** – We approach each engagement with our clients as a partnership fully understanding our role as a resource to the community and its leaders. We appreciate the existing culture in an organization and in a community, and forge productive relationships with key leaders to help effectively disrupt the status quo so sustainable change is achieved.

- **Strategic Planning Expertise** - We possess extensive strategic planning expertise and have a proven track record of partnering with City managers and elected officials in navigating the strategic planning route – blending an efficient and productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

- **Results-Based Approach** – Our approach for the City of Lamesa strategic planning process will ensure a genuinely collaborative process for input, while
maintaining a strong emphasis on creating a meaningful outcome — a credible strategic plan that accelerates the community’s upward trajectory towards an even better future.

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

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

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

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

Josh Askvig, City Commissioner  
City of Bismarck, North Dakota

**1. Background and Understanding**

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

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

An effective and robust strategic planning process will fortify relationships among members and increase a shared understanding about the future of Lamesa, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services and programs towards a stronger community.
Beyond meeting facilitation, we bring expertise partnering with City Managers and elected officials in navigating the strategic planning process—blending an efficient and productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

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

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

2. Our Approach to Strategic Planning

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

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

3. Scope of Services

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

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

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

1. Initiate Project and Review Background Materials

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

a) **Initiate Project:** The Mejorando Group will begin with a meeting with the City Manager to ensure that we have a clear understanding of the objectives. During this meeting we will review our detailed work plan and schedule for the strategic planning process. Following the meeting, we will fine tune the scope of work as necessary, and finalize the schedule.

b) **Role of the Mejorando Group.** We are experts at striking a healthy balance between our two roles: content and process. Based on our in-depth experience in local government and our extensive record of consulting with governments we will provide substantive content to the City Manager and City Council as they seek practical and imaginative solutions (i.e. content) to embed in the Strategic Plan. In regards to the process, we are well-versed in all facets of strategic planning including effective ways to guide groups through the various phases and facilitating
meetings of both internal and external stakeholders, and preparing summaries for review leading to the adoption of an overall Strategic Plan.

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

c) Review relevant Strategic Planning documents. In order to increase our familiarity with the City, we will review recent budgets, performance measurement reports, and other assorted materials (i.e. Land Use/Comprehensive Plan, etc.). Based on an analysis of how these materials are integrated and utilized to build the community, the strategic planning process will be refined to ensure it builds on past successes and current opportunities.

d) Finalize Project Schedule. A proposed draft schedule is provided for consideration and shall be finalized in consultation with the City Manager.

2. Design Strategic Planning Advance Sessions

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

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

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

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

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

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

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

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

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

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

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

C. PROJECT FEE

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

Reimbursement for travel expenses is in addition to the fee. Estimate is for two on-site visits.
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 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 Mejorado 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 Mejorado 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.
Patrick Ibarra
patrick@gettingbetterallthetime.com
925 518 0187
gettingbetterallthetime.com
2409 North 84th Avenue · Glendale, Arizona 85305
Ever Feel Like Your Organization’s Potential Is GREATER THAN ITS OUTPUT?

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

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

(ma ho-ran do)

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

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

Keith Hunke
Assistant City Administrator
City of Bismarck, North Dakota

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

Scott Vargo
Assistant County Manager
Summit County, Colorado

Our Goal: OPTIMAL PERFORMANCE

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

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

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

Tim Reed
Mayor
City of Brookings, South Dakota
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

D Do it all over again
I Implement the innovative solution
P Prepare the solution
A Analyze the Impact of the proposed innovation
R Ramp up the Idea Generator

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:
- Uncertain Times demand RAPID Innovation

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

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

The Mejorando Group • www.gettingbetterallthetime.com
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 (e.g., cotton, grain) and to a lesser degree, oil. While the City has significant strength in its transportation infrastructure, Lamesa faces the same challenges many rural communities face in West Texas, such as: skewed labor wages due to the nearby oil field, a lack of housing, dilapidated structures, a disappearing tax base, and distance to major markets.

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

City’s Strategic Plan

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

LEDC/LEAP Strategic Plan

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

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

1. Tourism: Dal Paso Museum, SkyVue, Movieland, Community Players Theatre, Festivals, motel/restaurant discovery, business hub centers
2. Business Recruitment and Marketing: online and traditional
3. Development role or facilitator role: Own and develop land (more control over the process) vs. connecting all of the players together (more dependent on cooperation of others)
4. Workforce Development roles and facilitation
5. What should be the role of LED as a Grant/Loan Provider going forward?
6. Business Retention and Expansion Program: To gain a insights into the city’s existing economic forces
7. Small business and entrepreneurial development
8. Housing Development
Qualifications from consultants interested in providing professional services will be accepted until 3:00 p.m. on Friday, February 12, 2016. Please submit one total price for both entities and individual pricing for each entity, if awarded separately.

Professional Consultants must submit qualifications to:

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

Qualifications shall be sealed and shall include the Consultant's 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.
Request for Qualifications

City of Lamesa
Strategic Consulting Services

Submitted By:

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

www.gettingbetterallthetime.com
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February 12, 2016

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

Dear Shawna:

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

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

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

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

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

Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be useful. The 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 21st 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 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. 87,034)

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.

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<tr>
<th>Reference #1</th>
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<tbody>
<tr>
<td><strong>Client:</strong></td>
<td>Town of Queen Creek, Arizona</td>
</tr>
<tr>
<td><strong>Contact Person:</strong></td>
<td>John Kross, Town Manager</td>
</tr>
<tr>
<td><strong>Telephone Number:</strong></td>
<td>480-358-3000</td>
</tr>
<tr>
<td><strong>E-mail Address</strong></td>
<td><a href="mailto:john.kross@queencreek.org">john.kross@queencreek.org</a></td>
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<tr>
<td><strong>Client:</strong></td>
<td>City of Brookings, South Dakota</td>
</tr>
<tr>
<td><strong>Contact Person:</strong></td>
<td>Jeff Weldon, City Manager</td>
</tr>
<tr>
<td><strong>Telephone Number:</strong></td>
<td>605-695-3266</td>
</tr>
<tr>
<td><strong>E-mail Address</strong></td>
<td><a href="mailto:jweldon@cityofbrookings.org">jweldon@cityofbrookings.org</a></td>
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<tr>
<td><strong>Client:</strong></td>
<td>City of Portland, Texas</td>
</tr>
<tr>
<td><strong>Contact Person:</strong></td>
<td>Randy Wright, City Manager</td>
</tr>
<tr>
<td><strong>Telephone Number:</strong></td>
<td>361-777-4513</td>
</tr>
<tr>
<td><strong>E-mail Address</strong></td>
<td><a href="mailto:rwright@portlandtx.com">rwright@portlandtx.com</a></td>
</tr>
</tbody>
</table>
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 Mejorado 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
- “Career Management in the 21st Century” Texas City and City February 2015 issue
- "Retaining A+ Performers in the Finance Department” February 2015 issue of Government Finance Review published by the Government Finance Officers Association
- "What Government can learn from the Culture of Apple” January 20, 2015 issues of Governing.com
- "How Governments Can Hold Onto Their Top Performers" October 1, 2014 issue of Governing.com
- "Planting the Seeds to Harvest Innovation" June 11, 2014 issue of Governing.com
- "The Amazonification 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
• "This Government Brought to You by" April 10, 2013 issue of Governing.com
• "Best Practices: The Enemy of Innovation" January 30, 2013 issue of Governing.com
• "Your Leadership Playbook: Game Changing Practices of Successful Leaders” October 2012 issue of Public Management published by the International City/County Management Association (ICMA).
• "The Next Government Workforce” October 24, 2012 issue of Governing.com
• "Talent Management: The Next Phase of Succession Planning” September 2012 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)

Conference Presentations – 2016

• Arizona Municipal Clerks Association
• City Clerks Association of Southern California
• Illinois City/County Management Association
• New Mexico Chapter of the Society of Human Resource Management
• South Dakota Municipal League
• Southern California Public Labor Relations Council
• Wisconsin City/County Management Association
5. The Mejorando Group Advantage

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

- **Government Experience** - Our team members have extensive local government experience, serving in senior leadership and management positions, including as a city manager, and we blend this with excellent client-relations skills, first-rate facilitation capabilities and being well-versed in designing and helping execute strategic planning processes in a variety of communities.

- **Partnership** – We approach each engagement with our clients as a partnership fully understanding our role as a resource to the community and its leaders. We appreciate the existing culture in an organization and in a community, and forge productive relationships with key leaders to help effectively disrupt the status quo so sustainable change is achieved.

- **Strategic Planning Expertise** - We possess extensive strategic planning expertise and have a proven track record of partnering with City managers and elected officials in navigating the strategic planning route — blending an efficient and productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

- **Results-Based Approach** – Our approach for the City of Lamesa strategic planning process will ensure a genuinely collaborative process for input, while
maintaining a strong emphasis on creating a meaningful outcome – a credible strategic plan that accelerates the community's upward trajectory towards an even better future.

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

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

Based on our experience with strategic planning and our understanding of the needs of Lamesa as outlined in the RFQ, we have prepared a detailed plan of work. The Mejorado 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 Mejorado 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 Mejorado 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 andthreatened are identified and evaluated;
- The vision of the future is refreshed;
- Short and long-term Goals and Objectives designed to move toward the vision areestablished for the next cycle;
- Action plans that emphasize results, are adopted to accomplish the goals andobjectives; 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 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 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 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.
Patrick Ibarra
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gettingbetterallthetime.com
7409 North 84th Avenue, Glendale, Arizona 85305
Ever Feel Like Your Organization's Potential Is GREATER THAN ITS OUTPUT?

The experts at the Mejorado 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)

"Mejorado" 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 Mejorado 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 Ibara and the Mejorado 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

"Patrick Ibara 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 resion, 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

Our Goal: OPTIMAL PERFORMANCE

The Mejorado 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.

Results-Based Consulting & Training Programs for the Public Sector
Consulting is about results, not buzzwords

When clients turn to the Mejorado 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 Mejorado Group invests the time to get to know your organization, understand what it needs, and give you solutions that work.

Professional Services

The Mejorado 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 Mejorado Group completed an organizational review of the Economic Development Department. We provided a series of 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 Mejorado 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 Mejorado 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

D Do it all over again
I Implement the innovative solution
P Prepare the solution
A Analyze the Impact of the proposed innovation
R Ramp up the Idea Generator

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 Mejorado 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.
Improving personal and workplace performance

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

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

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

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

The department’s purpose, using these definitions, is to provide tips, tools, and techniques to individuals on navigating their careers successfully. It will also provide information to leaders and managers on how to more effectively 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 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 international 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@gettingbetteratthetime.com.
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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Apple has been in existence for less than 40 years, yet it is the world's most valuable company and brand, with a market capitalization north of $700 billion and over $160 billion in the bank. Beyond its financial strength and market dominance, Apple's internal culture and its approach to its business have become the gold standard for a number of industries. So how can a public-sector organization become "the Apple of government?"

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

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

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

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

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

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

**Aim to surprise.** Instead of satisfying your customers, how about delighting them? Too many government leaders know all about costs or budgets but little about value. All too often, government agencies and staffers fail to remember that they are not the audience for the program or service they are delivering, so their lack of empathy for the actual customer/consumer affects the design of the service or program.

Apple provides a fantastic end-to-end user experience. What if your permitting counter were operated like Apple's Genius Bar? While government's customers will use a technology solution, such as online permitting, to expedite a service, research shows that they also desire more personal and caring treatment.
Focus on what customers really need. Jobs often reiterated a famous quote of Henry Ford's: "If I had asked people what they wanted, they would have said faster horses." Like Ford, Apple always has stayed out ahead of its customers, producing products that they didn't know they would want. Peter Drucker, the influential management consultant and author, once said that the best opportunities are "visible, but not seen."

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

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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, perhaps, they can do so by generating 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 the 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 talent 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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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 internal 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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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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**ENGINEER**

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

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

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

1. Composition of the Workforce.
   As the economy continues to slowly improve — and with it, government revenue — there's a belief among some public managers that elected officials will be receptive to adding new government 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 a planner three days a week and another jurisdiction using him or her for two days? Yes, you'll have to figure out arrangements about benefits, workers' comp and the like, but it can be done.

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

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

<table>
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<tr>
<th>Area of Focus for Integrated Talent Management Program</th>
<th>Recommended Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide an overall vision of a completely integrated system including other human resources functions.</td>
<td>A unified approach outlining a cohesive series of talent management processes that are congruent with the organization’s workplace culture.</td>
</tr>
<tr>
<td>Consider the context of the agency’s mission and vision, as well as relevant organizational demographics and workforce characteristics.</td>
<td>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.</td>
</tr>
<tr>
<td>Prepare objectives for the talent management program.</td>
<td>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-drammers.</td>
</tr>
<tr>
<td>Demonstrate the priority and phasing of each talent management segment to best advance the organization while leveraging time and resources for broadest impact.</td>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>Ideas on what portions of the recommendations may be performed by in-house staff or may be better performed by a consultant.</td>
<td>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.</td>
</tr>
<tr>
<td>Create success metrics that can be used during the implementation phase to measure progress.</td>
<td>A series of workforce analytics to monitor progress will be provided as a meaningful “dashboard.”</td>
</tr>
<tr>
<td>Suggestions on an internal communications strategy</td>
<td>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.</td>
</tr>
</tbody>
</table>

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

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

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

How can government leaders counter such trends? First, we must arrive at the realization that outside-the-box thinking is not even an option because there is no box! This daunting but true proposition can unshackle 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 comfort-able solutions and accepting the fact that ambiguity prevails, what should government leaders pursue to leverage these forces for change?

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

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

R.A.P.I.D. features a five-step approach that organizational leaders can repeat over and over again. No additional funds are needed to purchase a software program because R.A.P.I.D. Innovation is essentially a fresh problem-solving tool designed to generate immediate dividends all through the directed efforts of your workforce. Waiting for serendip-ity 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 unlearn 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 that 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 connection 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.
Turning Your Organization into a Talent Magnet

By Patrick Ibarra

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.

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 website 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.

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.

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 department 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.

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.

Patrick Ibarra, a former city manager, owns and operates an organizational effectiveness consulting practice, The Mejorado Group (www.gettingbetterallthetime.com), which helps public-sector organizations optimize their performance. He can be reached at (925) 518-0187 or patrick@gettingbetterallthetime.com.
Recruiting and Retaining High-Quality Finance Staff
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. All organizations want to attract, and keep, employees who will be top performers.

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

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

As a result of changes in the workforce and thus the workplace, the EVP in all sectors has experienced a dramatic change away from the idea of a lifetime with one employer and toward a different arrangement. Employees today often consider themselves as "knowledge free agents" who choose to stay with an employer so long as they are engaged in challenging and productive work.

The place to begin is at home — that is, making sure your existing top performers stay with you. Conventional wisdom says that employees will leave if they are disgruntled, but that giving them enough money will make them stay. That seriously oversimplifies 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 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 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.

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 publicsector finance leaders should consider as they take a more progressive approach to recruiting top performers.

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

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

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

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

**Make a Good First Impression.** Carefully consider what the organization’s hiring process says about it. As in other aspects of life, first impressions are critical. Bad impressions during the hiring process lead to negative perceptions of the government’s employment brand and can drive away the best candidates. Candidates who are accustomed to private-sector hiring practices see a web-based job application process as something of a minimum requirement. Timeliness is another issue. Public-sector employers often require a series of written exams and performance tests as part of their hiring process, but keeping the interest of talented candidates means getting through labor-intensive processes relatively quickly.
Pep Up Your Job Announcement.
The world is teeming with smart, skilled, passionate people who are blue-chip prospects — none of whom will be particularly interested in an organization that provides an utterly boring job announcement. Many organizations have had success with more of a social marketing approach that appeals to people of all generations and offers a powerful message: Join this organization and be a part of something truly outstanding as you help make your mark.

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

CONCLUSIONS.
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

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

Providing Long Term Solutions for Short Term Challenges!
February 4, 2016

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

Dear Ms. Burkhart:

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

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

Warm Regards,

Susan Long  
President & CEO  
Johnson & Associates
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General Information

Firm Name
Johnson and Associates

Address and Phone Number
8308 Tecumseh Drive
Austin, TX  78753-5745
512.339.9000

Date Firm Established
August 13, 1986

Type of Ownership
Sole Proprietorship

Name of Principal and Title
Chloe R. Johnson, Founder
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.
Key Personnel/Project Team

Steve Vassallo, CECd, EDFP
Economic Development Specialist/International Business Development

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

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

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

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

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

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

City Strategic Plan Cost $15,000.00

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

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

EDC Strategic Plan Cost $25,000.00

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

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

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

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

Strategic Planning process to be performed by Steve Vassallo, CECID/ EDFP, Johnson & Associates.
Fees and Billing

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

| $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 timeline 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.
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
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
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. 10x10x10x5 = 5,000 & 10x10x10x10 = 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 I KNOW ALL MEN BY THESE PRESENTS:
COUNTY OF DAWSON I

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
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, railroad 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 any wise 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

DAVID F. GODFREY
Regional Administrator, Region 7
General Services Administration
Fort Worth, Texas

WITNESSES:

Terry Miller

Cynthia Hayfield

THE STATE OF TEXAS
COUNTY OF TARRANT

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.

Mary Lu Brown
Notary Public, State of Texas
3 in and for the State of Texas
My Commission Expires 10-6-89

401
DATE OF MEETING: MARCH 15, 2016
AGENDA ITEM: 9

SUBJECT: 2016 GENERAL ELECTION
PROCEEDING: Ordinance, 1st 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 1st 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 7th City election. You have the option to pass an ordinance declaring the candidates elected to office. If you do so, they will take office in May. The time has also passed for the filing of write-in candidates. Recommend approval.
ORDINANCE NO.: 

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

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

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

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

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

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

Mayor: Josh Stevens

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

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

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

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

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 POLÍTICAS (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:

<table>
<thead>
<tr>
<th>Office(s) Cargo(s)</th>
<th>Candidate(s) Cargo(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor – At Large</td>
<td>Josh Stevens</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Candidate (Candidato)</th>
<th>Office Sought (Cargo al que presenta candidatura)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Josh Stevens</td>
<td>Mayor (Alcalde)</td>
</tr>
</tbody>
</table>

Mayor (Alcalde)

Secretary (Secretario)

(scel) (sello)

Date of adoption (Fecha de adopción)
DATE OF MEETING: MARCH 15, 2016

AGENDA ITEM: 10

SUBJECT: 2016 SPECIAL ELECTION
PROCEEDING: Ordinance, 1st 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 1st 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 7th City election. You have the option to pass an ordinance declaring the candidates elected to office. If you do so, they will take office in May. The time has also passed for the filing of write-in candidates. Recommend approval.
ORDINANCE NO.: ______

AN ORDINANCE DECLARING THE UNOPPOSED CANDIDATE IN THE MAY 7, 2016, 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 15th day of March, 2016, by a majority vote; and then on the 19th day of April, 2016, there came on and was held at the regular meeting place, the City Hall, an open meeting of the City Council of the City of Lamesa, Texas, held pursuant to the provisions of the Texas Open Meetings Act; there being a quorum present and acting throughout the meeting, the foregoing ordinance was formally submitted by motion and duly seconded for the consideration and action of the meeting, and upon being put to a vote, the foregoing ordinance was Passed on Second and Final Reading and Adopted this 19th day of April, 2016, by a majority vote and ordered to be spread upon the minutes of the City Council of the City of Lamesa, Texas and recorded in the ordinance book thereafter.
CERTIFICATION OF UNOPPOSED CANDIDATES FOR
OTHER POLITICAL SUBDIVISIONS (NOT COUNTY)
CERTIFICACIÓN DE CANDIDATOS ÚNICOS
PARA OTRAS SUBDIVISIONES POLÍTICAS (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:

Office(s) Cargo(s) Candidate(s) Candidato(s)
City Council Member - District 1 Brant Stewart

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 elección 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:

<table>
<thead>
<tr>
<th>Candidate (Candidato)</th>
<th>Office Sought (Cargo al que presenta candidatura)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant Stewart</td>
<td>Council Member-District 1 (Concejal-Distrito 1)</td>
</tr>
</tbody>
</table>

Mayor (Alcalde)

Secretary (Secretario)

(seal) (sello)

Date of adoption (Fecha de adopción)
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.
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

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             Russell Casselberry
City Secretary           City Attorney
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. 0-12-07 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; REVOKE 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. 0-12-07, 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:  

Maria Hatchett, City Secretary

APPROVED:

Kelvin Barkowsky, Mayor
SUMMARY STATEMENT

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

COUNCIL ACTION

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 15th 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:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Revenues</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$14,786.88</td>
<td>$14,786.88</td>
</tr>
<tr>
<td>Special Revenue Fund (17)</td>
<td>$19,360.00</td>
<td>$19,360.00</td>
</tr>
<tr>
<td>Utility Fund</td>
<td>$12,013.78</td>
<td>$12,013.78</td>
</tr>
<tr>
<td>Total of All Funds</td>
<td>$46,160.66</td>
<td>$46,160.66</td>
</tr>
</tbody>
</table>

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:

Norma Garcia
City Secretary

APPROVED:

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

GENERAL FUND (FUND 1)
The City was self-insured for Workers Compensation during FY1989 when an individual resisting arrest struck a police officer which resulted in the loss of the officer’s front teeth. The City paid the Workers Compensation claim in FY1989. The ex-employee requires further dental work related to his front teeth. The City contacted Texas Workers Compensation office and TML for legal advice regarding this claim. Both entities believe that it is the City’s responsibility to pay the ongoing expenses to replace the dental work.

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

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

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

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

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

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

Increase Revenues (Fund Balance) $300.00
Increase Expenditures (01-5041603 – Special Services) $300.00
The City’s Building Inspections department has been successful in collecting on property clean-ups. This budget amendment will re-appropriate the unbudgeted revenues and associated expenditures to continue property clean-ups around town.

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Revenues</td>
<td>(01-40909 – Alleys &amp; Cleanup)</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Increase Expenditures</td>
<td>(01-5081603 – Special Services)</td>
<td>$2,500.00</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Revenues</td>
<td>(02-41202 – Sell of Materials)</td>
<td>$12,013.78</td>
</tr>
<tr>
<td>Increase Expenditures</td>
<td>(02-5112403 – Other Improvements)</td>
<td>$12,013.78</td>
</tr>
</tbody>
</table>

**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 FACIL.

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Revenues</td>
<td>(17-40101 – Weaver Grant Mural Restoration)</td>
<td>$19,360.00</td>
</tr>
<tr>
<td>Increase Expenditures</td>
<td>(17-5411905 – Weaver Grant Mural Restoration Expenses)</td>
<td>$19,360.00</td>
</tr>
</tbody>
</table>
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.


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.
SUMMARY STATEMENT

Utilities Director to report on the city’s recent events:
   a. CRMWA Waterline Repair

COUNCIL ACTION

No City Council action required.
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

### General Fund (1)
<table>
<thead>
<tr>
<th></th>
<th>Current Month-to-Date</th>
<th>Current Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 423,666.67</td>
<td>$ 2,577,981.82</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$ 268,530.51</td>
<td>$ 1,477,101.16</td>
</tr>
<tr>
<td>Revenues Over/(Under) Expenditures</td>
<td>$ 155,136.16</td>
<td>$ 1,100,880.66</td>
</tr>
</tbody>
</table>

### Water & Wastewater Fund (2)
<table>
<thead>
<tr>
<th></th>
<th>Current Month-to-Date</th>
<th>Current Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 296,422.37</td>
<td>$ 1,646,245.82</td>
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<tr>
<td>Expenditures</td>
<td>$ 512,076.00</td>
<td>$ 1,760,306.15</td>
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<tr>
<td>Revenues Over/(Under) Expenditures</td>
<td>$ (215,653.63)</td>
<td>$ (114,060.33)</td>
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</tbody>
</table>

### Solid Waste Fund (3)
<table>
<thead>
<tr>
<th></th>
<th>Current Month-to-Date</th>
<th>Current Year-to-Date</th>
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<tbody>
<tr>
<td>Revenues</td>
<td>$ 156,125.12</td>
<td>$ 794,872.12</td>
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<tr>
<td>Expenditures</td>
<td>$ 266,325.12</td>
<td>$ 784,652.76</td>
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<tr>
<td>Revenues Over/(Under) Expenditures</td>
<td>$ (110,200.00)</td>
<td>$ 10,219.36</td>
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</tbody>
</table>

### Golf Course Fund (18)
<table>
<thead>
<tr>
<th></th>
<th>Current Month-to-Date</th>
<th>Current Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 42,326.00</td>
<td>$ 87,699.34</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$ 16,667.71</td>
<td>$ 103,723.62</td>
</tr>
<tr>
<td>Revenues Over/(Under) Expenditures</td>
<td>$ 25,658.29</td>
<td>$ (16,024.28)</td>
</tr>
</tbody>
</table>

### All Funds
<table>
<thead>
<tr>
<th></th>
<th>Current Month-to-Date</th>
<th>Current Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 918,540.16</td>
<td>$ 5,106,799.10</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$ 1,063,599.34</td>
<td>$ 4,125,783.69</td>
</tr>
<tr>
<td>Revenues Over/(Under) Expenditures</td>
<td>$ (145,059.18)</td>
<td>$ 981,015.41</td>
</tr>
</tbody>
</table>

$ (145,059.18) $ 981,015.41
### REVENUE SUMMARY

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-TAXES</td>
<td>2,944,979.00</td>
<td>360,493.92</td>
<td>2,109,145.67</td>
<td>71.62</td>
</tr>
<tr>
<td>02-FRANCHISES AND STREET</td>
<td>571,809.00</td>
<td>28,510.74</td>
<td>198,042.67</td>
<td>34.63</td>
</tr>
<tr>
<td>03-PERMITS, LICENSES AND</td>
<td>38,300.00</td>
<td>2,182.68</td>
<td>13,966.01</td>
<td>36.46</td>
</tr>
<tr>
<td>04-FIRES</td>
<td>80,000.00</td>
<td>13,217.80</td>
<td>33,247.34</td>
<td>41.55</td>
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<tr>
<td>05-RECREATIONAL AND RENTAL</td>
<td>20,500.00</td>
<td>1,446.00</td>
<td>10,519.75</td>
<td>51.32</td>
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<tr>
<td>06-OTHER GOVERNMENTAL AGE</td>
<td>189,862.00</td>
<td>5,970.00</td>
<td>93,524.00</td>
<td>49.26</td>
</tr>
<tr>
<td>07-TRANSFERS</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>08-CHARGES FOR CURRENT SE</td>
<td>15,350.00</td>
<td>71.20</td>
<td>800.90</td>
<td>5.22</td>
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<tr>
<td>09-MISCELLANEOUS REVENUES</td>
<td>234,832.00</td>
<td>11,674.33</td>
<td>118,740.48</td>
<td>50.56</td>
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<tr>
<td>19-SOURCE (CHG TO 49XXX)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>4,096,637.00</td>
<td>428,666.67</td>
<td>2,577,981.82</td>
<td>62.94</td>
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### EXPENDITURE SUMMARY

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL ADMIN SERVICES</td>
<td>216,801.05</td>
<td>12,409.01</td>
<td>74,375.78</td>
<td>34.31</td>
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<tr>
<td>FINANCIAL SERVICES</td>
<td>75,562.00</td>
<td>11,904.26</td>
<td>30,195.63</td>
<td>39.96</td>
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<tr>
<td>PERSONNEL/RISK MGT SERV</td>
<td>56,105.00</td>
<td>3,631.21</td>
<td>27,602.41</td>
<td>49.20</td>
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<tr>
<td>COMMUNITY DEVELOPMENT SERV</td>
<td>700.00</td>
<td>125.01</td>
<td>429.10</td>
<td>61.30</td>
</tr>
<tr>
<td>HOUSING ASSISTANCE SERV</td>
<td>11,836.00</td>
<td>3,984.23</td>
<td>(9,235.56)</td>
<td>78.03</td>
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<tr>
<td>CITY COUNCIL</td>
<td>67,057.00</td>
<td>3,637.70</td>
<td>16,560.96</td>
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<td>CITY HALL</td>
<td>84,075.00</td>
<td>8,993.72</td>
<td>39,482.45</td>
<td>46.90</td>
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<tr>
<td>INTERGOVERNMENTAL</td>
<td>60,652.00</td>
<td>3,465.36</td>
<td>25,052.75</td>
<td>41.31</td>
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<td>MUNICIPAL COURT</td>
<td>103,611.00</td>
<td>7,053.44</td>
<td>40,619.32</td>
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<td>VEHICLE REPAIR SERVICES</td>
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<td>987.33</td>
<td>7,581.42</td>
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<td>VEHICLE PREVENTIVE MNT</td>
<td>1,780.00</td>
<td>167.15</td>
<td>(95.88)</td>
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<tr>
<td>FIRE SERVICES</td>
<td>590,087.00</td>
<td>39,438.71</td>
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<tr>
<td>VOLUNTEER FIRE SERVICES</td>
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<td>6,825.81</td>
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<tr>
<td>PD - GEN'S ADMIN SERV</td>
<td>194,693.00</td>
<td>15,960.58</td>
<td>84,834.31</td>
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<tr>
<td>COMMUNICATIONS SERVICES</td>
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<td>12,957.09</td>
<td>75,166.12</td>
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<td>GEN'L LAW ENFORCEMENT SERV</td>
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<td>63,705.30</td>
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<td>39.22</td>
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<td>CRIMINAL INVESTIGATIONS</td>
<td>169,672.00</td>
<td>10,764.38</td>
<td>54,811.80</td>
<td>32.30</td>
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<td>JUVENILE SERVICES</td>
<td>0.00</td>
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<td>0.00</td>
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<tr>
<td>ANIMAL CONTROL SERVICE</td>
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<td>1,537.14</td>
<td>(16,843.62)</td>
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<tr>
<td>EMERGENCY MANAGEMENT SERV</td>
<td>20,200.00</td>
<td>2,163.04</td>
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<td>NARCOTICS INTERDICT</td>
<td>0.00</td>
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<tr>
<td>STREET MAINTENANCE SERV</td>
<td>257,516.00</td>
<td>16,597.99</td>
<td>96,536.96</td>
<td>37.49</td>
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<tr>
<td>STREET CON/SSEAL COAT</td>
<td>119,000.00</td>
<td>100.00</td>
<td>555.44</td>
<td>0.47</td>
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<tr>
<td>STREET CLEANING SERVICES</td>
<td>98,843.00</td>
<td>3,439.35</td>
<td>15,630.04</td>
<td>15.81</td>
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<td>TRAFFIC SERVICES</td>
<td>173,211.00</td>
<td>15,689.36</td>
<td>57,306.23</td>
<td>33.08</td>
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<td>INSPECTION SERVICES</td>
<td>137,479.00</td>
<td>8,302.63</td>
<td>49,857.33</td>
<td>36.27</td>
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<tr>
<td>PARK MAINTENANCE SERVICES</td>
<td>269,154.00</td>
<td>15,837.41</td>
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<td>BUDGET</td>
<td>CURRENT PERIOD</td>
<td>Y-T-D</td>
<td>% OF BUDGET</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
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<td>SWIMMING POOL SERVICES</td>
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<td>1,100,880.66</td>
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<td>OTHER SOURCES (USES)</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<td>REVENUES &amp; OTHER SOURCES OVER</td>
<td>339,345.00</td>
<td>155,136.16</td>
<td>1,100,880.66</td>
<td>324.41</td>
</tr>
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### Financial Statement

**City of Lamesa**

**As of: February 29th, 2016**

#### Financial Summary

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Annual Budget</th>
<th>Current Period</th>
<th>Y-T-D</th>
<th>% of Budget</th>
<th>Budget Balance</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenue Summary</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11-Operating Revenues</td>
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<td>27,447.52</td>
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<td>38.93</td>
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#### Expenditure Summary

<table>
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<th>Y-T-D</th>
<th>% of Budget</th>
<th>Budget Balance</th>
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<tbody>
<tr>
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<td>290,188.01</td>
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<td>1,196,785.44</td>
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<td>329,394.72</td>
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<td>499,314.28</td>
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<td>Engineering Services</td>
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<td>36.33</td>
<td>51,435.34</td>
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<td>Technical Services</td>
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<td>Utility Billing/Collect</td>
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<td>22,365.49</td>
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<td>Inspection Services</td>
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<td>149.20</td>
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<td>(2,055.27)</td>
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<td>512,076.00</td>
<td>1,760,306.15</td>
<td>39.11</td>
<td>2,740,685.85</td>
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</table>

#### Revenues & Expenditures

| 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/      | 271,995.00   | 215,653.63     | 114,060.33 | 41.93      | (157,934.67)   |

---

### Notes

- The budget balance values are subject to final audit adjustments.
- The figures are subject to rounding errors.
## REVENUE SUMMARY

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>05 - RECREATIONAL AND RENTAL</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>21 - OPERATING REVENUES</td>
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<td>150,397.82</td>
<td>758,927.06</td>
<td>40.66</td>
<td>1,105,220.94</td>
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<td>22 - NON-OPERATING REVENUES</td>
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<td>34,945.06</td>
<td>44.23</td>
<td>44,054.94</td>
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<td>TOTAL REVENUES</td>
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<td>156,125.12</td>
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<td>1,153,275.88</td>
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## EXPENDITURE SUMMARY

<table>
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<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOLID WASTE COLLECTION SV</td>
<td>895,466.00</td>
<td>61,276.97</td>
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<td>39.57</td>
<td>541,162.15</td>
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<tr>
<td>SANITARY LANDFILL SERVICE</td>
<td>846,105.00</td>
<td>104,465.03</td>
<td>343,564.43</td>
<td>40.61</td>
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<td>SPECIALIZED COLLECTION SV</td>
<td>123,592.00</td>
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<td>81,842.82</td>
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<td>ENVIRONMENTAL HEALTH SERV</td>
<td>126,788.00</td>
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<td>81,812.70</td>
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<td>1,991,951.00</td>
<td>266,325.12</td>
<td>784,652.76</td>
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<td>1,207,298.24</td>
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## REVENUES OVER/UNDER EXPENDITURES

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>X</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
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<tbody>
<tr>
<td>REVENUES OVER/UNDER EXPENDITURES</td>
<td>43,803.00</td>
<td>110,200.00</td>
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<td>54,022.36</td>
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<td>OTHER SOURCES (USES)</td>
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<td>0.00</td>
<td>0.00</td>
</tr>
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<td>REVENUES &amp; OTHER SOURCES OVER (UNDER) EXPENDITURES &amp; OTHER (USES)</td>
<td>43,803.00</td>
<td>110,200.00</td>
<td>23.33</td>
<td>54,022.36</td>
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</table>
## REVENUE SUMMARY

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
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<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
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<tr>
<td>09-MISCELLANEOUS REVENUES</td>
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<td>0.00</td>
<td>0.00</td>
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<tr>
<td>31-FEES AND DUES</td>
<td>206,700.00</td>
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<td>87,699.34</td>
<td>42.43</td>
<td>119,000.66</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>206,700.00</td>
<td>42,326.00</td>
<td>87,699.34</td>
<td>42.43</td>
<td>119,000.66</td>
</tr>
</tbody>
</table>

## EXPENDITURE SUMMARY

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MUNICIPAL GOLF COURSE</td>
<td>204,549.00</td>
<td>16,667.71</td>
<td>103,723.62</td>
<td>50.71</td>
<td>109,825.38</td>
</tr>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>204,549.00</td>
<td>16,667.71</td>
<td>103,723.62</td>
<td>50.71</td>
<td>109,825.38</td>
</tr>
<tr>
<td>REVENUES OVER/UNDER EXPENDITURES</td>
<td>2,151.00</td>
<td>25,658.29</td>
<td>16,024.28</td>
<td>744.97</td>
<td>18,175.28</td>
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</table>

**REVENUES & OTHER SOURCES OVER (UNDER) EXPENDITURES & OTHER USES**

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ANNUAL BUDGET</th>
<th>CURRENT PERIOD</th>
<th>Y-T-D ACTUAL</th>
<th>% OF BUDGET</th>
<th>BUDGET BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,151.00</td>
<td>25,658.29</td>
<td>16,024.28</td>
<td>744.97</td>
<td>18,175.28</td>
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City of Lamesa  
Balance Sheet Summary  
As of: February 29th, 2016

<table>
<thead>
<tr>
<th>Fund</th>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund (1)</td>
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<td>$513,405.34</td>
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<tr>
<td>Water &amp; Wastewater Fund (2)</td>
<td>$17,668,232.85</td>
<td>$14,334,071.65</td>
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<tr>
<td>Solid Waste Fund (3)</td>
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<tr>
<td>Golf Course Fund (18)</td>
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<td>$152,847.32</td>
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## ASSETS

<table>
<thead>
<tr>
<th>ACCOUNT #</th>
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<tr>
<td>01-1001</td>
<td>CASH IN BANK</td>
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<td>01-1002</td>
<td>PETTY CASH</td>
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<td>01-1003</td>
<td>RETURNED CHECKS</td>
<td>3,772.65</td>
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<td>01-1004</td>
<td>TAXES RECEIVABLE-DELINQUENT</td>
<td>113,461.13</td>
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<td>01-1005</td>
<td>TAXES RECEIVABLE CURRENT</td>
<td>79,735.74</td>
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<td>01-1006</td>
<td>PROV. FOR UNCOLLECT TAXES</td>
<td>(37,429.27)</td>
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<td>01-1007</td>
<td>MISC ACCT. RECEIVABLE</td>
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<td>01-1008</td>
<td>PROV. UNCOLLEC. ACCT/REC</td>
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<td>01-1010</td>
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<td>A/R TMRC</td>
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<td>01-1013</td>
<td>OFFICE SUPPLIES INVENTORY</td>
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<td>01-1015</td>
<td>DUE FROM DAMN IN BANK - PAYROLL</td>
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<td>01-1019</td>
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<td>01-1022</td>
<td>BUILDING &amp; COMPUTER RESERVY</td>
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<td>01-1023</td>
<td>DUE FROM FIRE DEPT. GRANTS</td>
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<td>01-1024</td>
<td>DUE FROM JUSTICE GRANT</td>
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<td>DUE TO/FROM STATE AGENCY</td>
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<td>01-1026</td>
<td>DUE FROM OTHER GOVERNMENTS</td>
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<td>01-1027</td>
<td>DUE TO/FROM CAPITAL PROJECT</td>
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<td>01-1028</td>
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<td>DUE TO/FROM HOTEL TAX FUND</td>
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<td>DUE TO/FROM SPECIAL REV. FUND</td>
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<td>01-1033</td>
<td>ACCOUNTS RECEIVABLE</td>
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<td>01-1034</td>
<td>SALES TAX REC./TX CONTROLLER</td>
<td>(49,402.00)</td>
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<td>01-1040</td>
<td>TAX 1st RESERVE</td>
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<td>CIP - F PARK LIGHT PROJECT</td>
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<td>01-1045</td>
<td>CITY OF LAMESA - CBS FESTIVAL</td>
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<td>01-1046</td>
<td>CRIME LINE</td>
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<td>DUE FROM FORFEITTED TRUST</td>
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<td>DUE FROM WMF-LAND PURCHASE</td>
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<td>DUE TO/GOLF COURSE</td>
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<td>01-1080</td>
<td>D.A.R.E.</td>
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<td>01-1090</td>
<td>XFER FOR RETIREMENT/C.O.*</td>
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<tr>
<td>01-1095</td>
<td>DUE FROM LIAP</td>
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**TOTAL ASSETS**  
3,449,000.02
<table>
<thead>
<tr>
<th>ACCOUNT #</th>
<th>ACCOUNT DESCRIPTION</th>
<th>BALANCE</th>
</tr>
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<tbody>
<tr>
<td>01-2013</td>
<td>PAVING LIEN REFUND PAYABLE</td>
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<td>01-2014</td>
<td>SALES TAX PAYABLE</td>
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<td>02-2015</td>
<td>VOUCHERS PAYABLE</td>
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<td>COMMUNITY BLDG. DEPOSITS</td>
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<tr>
<td>01-2017</td>
<td>REFUND OF CASH DEPOSITS</td>
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<tr>
<td>01-2018</td>
<td>WAGES PAYABLE</td>
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<td>01-2019</td>
<td>GROUP INSURANCE PAYABLE</td>
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<td>01-2020</td>
<td>WITHHOLDING TAX PAYABLE</td>
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<tr>
<td>01-2021</td>
<td>SOCIAL SECURITY PAYABLE</td>
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<td>01-2022</td>
<td>T.M.R.S. PAYABLE</td>
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<td>01-2823</td>
<td>AUTO ALLOWANCE PAYABLE</td>
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<td>01-2824</td>
<td>BONDS</td>
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### Balance Sheet

**City of Lamesa**
**As of: February 29th, 2016**

#### General Fund

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#### Equity

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**Total Revenue**: 2,577,983.82
**Total Expenses**: 1,477,101.16
**Total Revenue Over/(Under) Expenses**: 1,100,880.66

**Total Equity & Rev. Over/(Under) Exp.**: 2,935,594.68

**Total Liabilities, Equity & Rev.Over/(Under) Exp.**: 3,449,000.02

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02 - WATER & WASTEWATER ENTER.

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<td>ACCRUED PAYROLL LIABILITY</td>
<td>12,774.00</td>
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<tr>
<td>02-2900</td>
<td>CURRENT PORTION 91 C.G.'S</td>
<td>0.00</td>
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<tr>
<td>02-2901</td>
<td>CURRENT PORTION - USDA</td>
<td>70,000.00</td>
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<tr>
<td>02-2902</td>
<td>CURRENT PORTION-2005 TAX</td>
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<tr>
<td>02-2903</td>
<td>CURRENT PORTION-CAT FINANCE</td>
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<tr>
<td>07-2904</td>
<td>LEASE PAYABLE-RAAG (CURRENT)</td>
<td>163,902.00</td>
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<tr>
<td>02-2905</td>
<td>NOTES PAYABLE-WSB (CURRENT)</td>
<td>(0.33)</td>
</tr>
</tbody>
</table>
### Balance Sheet

**As of: February 29th, 2016**

**City of Lamesa**

#### Balance Sheet

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>02-2906</td>
<td>Notes Payable-South Plains Com</td>
<td>0.00</td>
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<tr>
<td>02-2909</td>
<td>Tax Note 2013 - ST</td>
<td>97,000.00</td>
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<tr>
<td>02-2910</td>
<td>Tax Note 2013 L-T</td>
<td>512,000.00</td>
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<td>02-2911</td>
<td>Current Portion Comp Absy</td>
<td>11,701.80</td>
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<tr>
<td>02-2912</td>
<td>Tax Note 2013-A L-T</td>
<td>747,000.00</td>
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<tr>
<td>02-2913</td>
<td>Tax Note 2013A - S-T</td>
<td>142,000.00</td>
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<td>02-2914</td>
<td>Tax Note 2014 L-T</td>
<td>401,605.00</td>
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<td>02-2915</td>
<td>Tax Note 2014 S-T</td>
<td>0.00</td>
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<tr>
<td>02-2920</td>
<td>Deferred Rev-Liftstation Proj.</td>
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<tr>
<td>02-2925</td>
<td>Conj. Use Series 2011-NonCurrent</td>
<td>1,564,289.00</td>
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<tr>
<td>02-2926</td>
<td>Conj Use Series 2011-Current</td>
<td>68,124.00</td>
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<tr>
<td>02-2927</td>
<td>Refunding 2010 - Non Current</td>
<td>84,357.00</td>
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<td>Refunding Series 2010-Current</td>
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<td>Reclamation 2010 - Non Current</td>
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<td>Reclamation 2010 - Current</td>
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<tr>
<td>02-2931</td>
<td>Groundwater 2009-Non Current</td>
<td>362,949.00</td>
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<tr>
<td>02-2932</td>
<td>Groundwater 2009 - Current</td>
<td>18,485.00</td>
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<tr>
<td>02-2933</td>
<td>Groundwater 2008 - NonCurrent</td>
<td>731,762.00</td>
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<td>02-2934</td>
<td>Groundwater 2009 - Current</td>
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<td>02-2935</td>
<td>Groundwater 2005-NonCurrent</td>
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<td>02-2936</td>
<td>Groundwater 2005 - Current</td>
<td>88,972.00</td>
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<td>02-2937</td>
<td>Groundwater 2012-NonCurrent</td>
<td>946,964.00</td>
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<td>02-2938</td>
<td>Groundwater 2012-Current</td>
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<tr>
<td>02-2959</td>
<td>Profit &amp; Loss</td>
<td>0.00</td>
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**Total Liabilities:** 14,334,071.65

#### Equity

<table>
<thead>
<tr>
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<th>Account Description</th>
<th>Balance</th>
</tr>
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<tbody>
<tr>
<td>02-3001</td>
<td>Fund Balance</td>
<td>3,448,221.53</td>
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<tr>
<td>02-3002</td>
<td>Reserve-Utility System Improv</td>
<td>0.00</td>
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<tr>
<td>02-3010</td>
<td>C.O. Interest</td>
<td>0.00</td>
</tr>
<tr>
<td>02-3012</td>
<td>Tax Interest</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Total Beginning Equity:** 3,448,221.53

**Total Revenue:** 1,646,245.82

**Total Expenses:** 1,760,506.13

**Total Revenue Over/(Under) Expenses:** (114,260.31)

**Total Equity & Rev. Over/(Under) Exp.:** 3,334,161.20

**Total Liabilities, Equity & Rev. Over/(Under) Exp.:** 17,668,232.05

**--------------------------**
### Assets

<table>
<thead>
<tr>
<th>Account</th>
<th>Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-1001</td>
<td>Cash in Bank</td>
<td>422,395.92</td>
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<tr>
<td>03-1002</td>
<td>Cash in Bank - Debt Service</td>
<td>0.00</td>
</tr>
<tr>
<td>03-1003</td>
<td>Cash in Bank - Capital Reserve</td>
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<tr>
<td>03-1004</td>
<td>Due from General Fund</td>
<td>0.00</td>
</tr>
<tr>
<td>03-1005</td>
<td>Due from Wastewater</td>
<td>0.00</td>
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<tr>
<td>03-1006</td>
<td>Due from WMT - Land Purchase</td>
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<td>03-1007</td>
<td>Due from Investments - Debt Service</td>
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<tr>
<td>03-1008</td>
<td>Due from Inv. - Capital Reserve</td>
<td>116,379.96</td>
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<tr>
<td>03-1010</td>
<td>Unamortized TAN Issue Costs</td>
<td>0.00</td>
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<tr>
<td>03-1011</td>
<td>Garbage CHG. Receivables</td>
<td>94,944.88</td>
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<tr>
<td>03-1012</td>
<td>Uncollectible Garb. CHG.</td>
<td>(9,862.99)</td>
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<tr>
<td>03-1013</td>
<td>Grant Proceeds Receivable</td>
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<tr>
<td>03-1014</td>
<td>Land</td>
<td>149,957.00</td>
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<tr>
<td>03-1015</td>
<td>Buildings</td>
<td>2,304,363.61</td>
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<tr>
<td>03-1019</td>
<td>Automotive &amp; Misc. Equipment</td>
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<tr>
<td>03-1020</td>
<td>Due from Investment Fund</td>
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<tr>
<td>03-1021</td>
<td>Capital Equipment Reserve</td>
<td>48,713.89</td>
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<td>03-1022</td>
<td>Post Closure Reserve</td>
<td>609,002.81</td>
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<td>03-1023</td>
<td>Environmental Over Center Reserve</td>
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<tr>
<td>03-1024</td>
<td>Reserve for Tan 145</td>
<td>0.00</td>
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<tr>
<td>03-1027</td>
<td>OS TAN Issuance Costs</td>
<td>0.00</td>
</tr>
<tr>
<td>03-1028</td>
<td>Accum. Amort-Issuance Costs</td>
<td>(0.27)</td>
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<tr>
<td>03-1030</td>
<td>CIP - New Landfill Cell #4</td>
<td>(9.45)</td>
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<tr>
<td>03-1050</td>
<td>Accumulated Depreciation</td>
<td>4,372,648.38</td>
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**Total Assets:** 3,729,328.75

### Liabilities

<table>
<thead>
<tr>
<th>Account</th>
<th>Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-2010</td>
<td>Due to/from General Fund</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2013</td>
<td>Due to/from Wastewater</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2021</td>
<td>Post Closure Reserve</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2022</td>
<td>Due to Risk Mgt &amp; Safety</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2030</td>
<td>Contributed Capital - Scale</td>
<td>41,191.00</td>
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<tr>
<td>03-2040</td>
<td>Tan Interest Expense</td>
<td>0.00</td>
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<tr>
<td>03-2041</td>
<td>Bond Interest Expense</td>
<td>0.00</td>
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<tr>
<td>03-2042</td>
<td>Loss on Equipment</td>
<td>0.00</td>
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<tr>
<td>03-2044</td>
<td>Cur. Prov for Comp. Absence</td>
<td>5,522.47</td>
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<tr>
<td>03-2045</td>
<td>Prov. Compensated Absence</td>
<td>19,578.84</td>
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<tr>
<td>47-7144</td>
<td>1947 C.O. $500,000 Non-Current</td>
<td>0.00</td>
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<tr>
<td>03-2050</td>
<td>N/P - Caterpillar (DOEM)</td>
<td>(0.25)</td>
</tr>
<tr>
<td>03-2051</td>
<td>Est. Liab. Landfill Closure</td>
<td>493,535.10</td>
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<tr>
<td>03-2052</td>
<td>Outsource Lease-MPD VAC S-T</td>
<td>0.00</td>
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<tr>
<td>03-2053</td>
<td>Caterpillar Lease - S-T</td>
<td>0.15</td>
</tr>
<tr>
<td>03-2054</td>
<td>2005 Tax Note -Current Portion</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2055</td>
<td>N/P Caterpillar (Bulldozer)</td>
<td>(0.31)</td>
</tr>
<tr>
<td>03-2056</td>
<td>Tan 145 Interest</td>
<td>0.00</td>
</tr>
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</table>
### CITY OF LAMESA
### BALANCE SHEET
### AS OF: FEBRUARY 29TH, 2016

**03 SOLID WASTE ENTERPRISE**

<table>
<thead>
<tr>
<th>ACCOUNT #</th>
<th>ACCOUNT DESCRIPTION</th>
<th>BALANCE</th>
</tr>
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<tbody>
<tr>
<td>03-2000</td>
<td>AFLAC PRE-TAX</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2065</td>
<td>N/P ICA - GARBAGE TRUCK</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2070</td>
<td>GROUP INS. PRE-TAX</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2085</td>
<td>AFLAC POST TAX</td>
<td>0.00</td>
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<tr>
<td>03-2090</td>
<td>AFLAC POST TAX</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2095</td>
<td>VISION INS. PAYABLE</td>
<td>0.00</td>
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<tr>
<td>03-2096</td>
<td>N/P-CATERPILLAR 930H - LT</td>
<td>68,959.00</td>
</tr>
<tr>
<td>03-2097</td>
<td>N/P - CATERPILLAR 930H - ST</td>
<td>21,576.00</td>
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<tr>
<td>03-2098</td>
<td>N/P CATERPILLAR (BACKHOE) ST</td>
<td>45,375.00</td>
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<tr>
<td>03-2110</td>
<td>ACCRUED PAYROLL LIABILITY</td>
<td>7,098.00</td>
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<tr>
<td>03-2150</td>
<td>N/P MACK TRUCK W/ SIDELOADER - LT</td>
<td>80,732.00</td>
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<td>03-2156</td>
<td>N/P MACK TRUCK W/ SIDELOADER - ST</td>
<td>38,087.00</td>
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<td>03-2901</td>
<td>CURRENT PORTION 92 C.O.'S</td>
<td>24,875.00</td>
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<tr>
<td>03-2902</td>
<td>CURRENT PORTION 1997 TAN</td>
<td>52,767.00</td>
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<tr>
<td>03-2903</td>
<td>OUTSOURCE LEASE - MAD VAC L-T</td>
<td>0.00</td>
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<tr>
<td>03-2904</td>
<td>CATERPILLAR LEASE - L-T</td>
<td>0.00</td>
</tr>
<tr>
<td>03-2905</td>
<td>2005 TAX NOTE (LT)</td>
<td>0.00</td>
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<tr>
<td>03-2910</td>
<td>TAX NOTE 2012 - LT</td>
<td>544,400.00</td>
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<tr>
<td>03-2911</td>
<td>TAX NOTE 2012 - ST</td>
<td>128,700.00</td>
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**TOTAL LIABILITIES**: 1,573,296.00

---

**EQUITY**

<table>
<thead>
<tr>
<th>ACCOUNT #</th>
<th>ACCOUNT DESCRIPTION</th>
<th>BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-3001</td>
<td>FUND BALANCE</td>
<td>2,038,585.13</td>
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<tr>
<td>03-3002</td>
<td>INVESTMENT IN PROPERTY</td>
<td>0.00</td>
</tr>
<tr>
<td>03-3003</td>
<td>UNRESERVED FUND BALANCE</td>
<td>0.00</td>
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<tr>
<td>03-3004</td>
<td>POSTCLOSURE RESERVE</td>
<td>107,228.18</td>
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<tr>
<td>03-3005</td>
<td>RESERVE ENVIRONMENTAL OPER CNTR</td>
<td>0.00</td>
</tr>
<tr>
<td>03-3010</td>
<td>C.O. INTEREST</td>
<td>0.00</td>
</tr>
<tr>
<td>03-3012</td>
<td>TAN INTEREST</td>
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</tbody>
</table>

**TOTAL BEGINNING EQUITY**: 2,145,813.31

---

**TOTAL REVENUE**: 794,872.12

**TOTAL EXPENSES**: 784,659.76

**TOTAL REVENUE OVER/(UNDER) EXPENSES**: 10,212.36

**TOTAL EQUITY & REV. OVER/(UNDER) EXP.**: 2,156,032.67

**TOTAL LIABILITIES, EQUITY & REV. OVER/(UNDER) EXP.**: 3,729,328.75

----------
# Balance Sheet

**As of: February 29th, 2016**

## Assets

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-1001</td>
<td>CASH</td>
<td>131,976.09</td>
</tr>
<tr>
<td>18-1005</td>
<td>GOLF FEES RECEIVABLE</td>
<td>32,979.21</td>
</tr>
<tr>
<td>18-1020</td>
<td>LAND IMPROVEMENTS</td>
<td>79,362.32</td>
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<tr>
<td>18-1021</td>
<td>EQUIPMENT</td>
<td>169,603.08</td>
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<tr>
<td>18-1022</td>
<td>DEPRECIATION</td>
<td>(102,631.00)</td>
</tr>
<tr>
<td>18-1023</td>
<td>BUILDINGS &amp; IMPROVEMENTS</td>
<td>12,143.00</td>
</tr>
<tr>
<td>18-1028</td>
<td>SALES TAX RECEIVABLE</td>
<td>0.00</td>
</tr>
<tr>
<td>18-1030</td>
<td>DUE TO/FROM WATER FUND</td>
<td>0.00</td>
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</table>

**Total Assets**  59,474.52

## Liabilities

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-2010</td>
<td>DUE TO/FROM GENERAL FUND</td>
<td>0.00</td>
</tr>
<tr>
<td>18-2013</td>
<td>NOTES PAYABLE-OUTSOURCE/CURR.</td>
<td>0.00</td>
</tr>
<tr>
<td>18-2014</td>
<td>SALES TAX PAYABLE</td>
<td>0.00</td>
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<tr>
<td>18-2015</td>
<td>NOTE PAYABLE-WELLS FARGO-CURRENT</td>
<td>0.00</td>
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<td>18-2016</td>
<td>DUE TO RISK MGMT.</td>
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<td>18-2017</td>
<td>NOTES PAYABLE</td>
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<td>18-2018</td>
<td>NOTES PAYABLE - OUTSOURCE</td>
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<td>18-2044</td>
<td>COMP. ABSENCES - CURRENT</td>
<td>2,213.21</td>
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<td>18-2045</td>
<td>COMP. ABSENCES - LONG TERM</td>
<td>7,845.11</td>
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<tr>
<td>18-2160</td>
<td>ACCRUED PATROLL LIABILITY</td>
<td>1,632.00</td>
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<tr>
<td>18-2902</td>
<td>RANCE BALL SERVER -ST PORTION</td>
<td>8,975.00</td>
</tr>
<tr>
<td>18-2903</td>
<td>PMC GOLF CAR LEASE - LT</td>
<td>16,115.00</td>
</tr>
<tr>
<td>18-2904</td>
<td>PMC GOLF CAR LEASE - ST</td>
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<tr>
<td>18-2906</td>
<td>RANCE BALL SERVER- LT PORTION</td>
<td>9,575.00</td>
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**Total Liabilities**  152,047.32

## Equity

<table>
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<th>Account Description</th>
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<tbody>
<tr>
<td>18-3001</td>
<td>FUND BALANCE</td>
<td>(77,348.52)</td>
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**Total Equity**  

<table>
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<td>Revenue</td>
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<tr>
<td>Expenses</td>
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<td>Revenue OVER/(UNDER) EXPENSES</td>
<td>(16,024.28)</td>
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**Total Equity & REV. OVER/(UNDER) EXP.**  

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>59,474.52</td>
<td></td>
</tr>
</tbody>
</table>

**Total Liabilities, Equity & REV. OVER/(UNDER) EXP.**  59,474.52
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.
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.

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Dave Nix, Mayor
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."