

Mayor
Ed Tidwell

Mayor Pro-Tem
Arch Davila



Council Members
David Williams
Kevin Sullivan
Chelaine Marion
Dick Weatherly
Paul Prince

**AGENDA
CITY COUNCIL
RETREAT DAY 2**

NOTICE IS HEREBY GIVEN that the Lago Vista City Council will hold a Council Retreat on Saturday, January 2, 2021, from 8:00 a.m. to 5:00 p.m. in the City Council Chambers at City Hall, 5803 Thunderbird, Lago Vista, Texas, as prescribed by V.T.C.A., Government Code Section §551.041, to consider the following agenda items.

This meeting will also be conducted utilizing a videoconferencing tool.

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/505229413>

You can also dial in using your phone.

(For supported devices, tap a one-touch number below to join instantly.)

United States: +1 (312) 757-3121

- One-touch: <tel:+13127573121,,505229413#>

Access Code: 505-229-413

New to GoToMeeting? Get the app now and be ready when your first meeting starts:

<https://global.gotomeeting.com/install/505229413>

To participate in the citizens comment portion of the meeting, please submit your questions or comment 10 minutes prior to the beginning of the meeting utilizing the online form found on the City's web page. Your questions or comments will be read aloud and entered into the minutes of the meeting. The virtual conference meeting will start approximately 10 minutes prior to the meeting which will begin at 8:00 a.m.

CALL TO ORDER, CALL OF ROLL, PLEDGE OF ALLEGIANCE, INVOCATION

CITIZEN COMMENTS: In accordance with the Open Meetings Act, Council is prohibited from acting or discussing (other than factual responses to specific questions) any items not on the agenda.

ACTION ITEMS

1. Discussion, consideration and possible action related to an agreement with Chris Hurtung Consulting, LLC to assist the City in the selection of a City Manager and direction for the Mayor to execute the contract.

2. Discussion, consideration and possible action related to an agreement with Kerry Sweatt for the Interim Manager selection process and direction for the Mayor to execute the contract.
3. Strategic Planning

OUTLINE:

1. INTRODUCTIONS:

- a. Personal History
- b. Personal Attributes

2. GOVERNANCE:

- a. City Staff
- b. City Council
- c. Leadership

3. VISION:

- a. Expectations
 - i. City Council
 - ii. City Staff
 - iii. Staff of Council

4. COMMUNICATION:

- a. City Council
- b. City Staff

5. PLANNING:

- a. Core Values
- b. Guiding Principles
 - i. Mission Statement
 1. A mission statement is a short statement of why an organization exists, what its overall goal is, identifying the goal of its operations: what kind of product or service it provides, its primary customers or market, and its geographical region of operation. - Wikipedia
 - ii. Vision Statement
 1. Similar to a mission statement, a vision statement provides a concrete way for stakeholders, especially employees, to understand the meaning and purpose of your business. However, unlike a mission statement – which describes the who, what and why of your business – a vision statement describes the desired long-term results of your company's efforts. – Business News Daily
 - iii. Preserve the Past
 - iv. Protect the Present
 - v. Plan for the Future

6. STRATEGIC PLANNING

- a. Review of Current Goals
- b. Issues and Challenges

c. Areas of Emphasis

7. COMMAND AND CONTROL

- a. Reporting
- b. Accountability

8. MISCELLANEOUS and ADDITIONAL ITEMS

FUTURE MEETINGS

- 9. Consider schedule and items for future Council retreats.

ADJOURNMENT

IT IS HEREBY CERTIFIED that the above Notice was posted on the Bulletin Board located at all times in City Hall in said City at 9:15 a.m. on the 30th day of December 2020.

_____/s/_____
Robin Smith, Assistant City Secretary

THIS MEETING SHALL BE CONDUCTED PURSUANT TO THE TEXAS GOVERNMENT CODE SECTION 551.001 ET SEQ. AT ANY TIME DURING THE MEETING THE COUNCIL RESERVES THE RIGHT TO ADJOURN INTO EXECUTIVE SESSION ON ANY OF THE ABOVE POSTED AGENDA ITEMS IN ACCORDANCE WITH THE SECTIONS 551.071, 551.072, 551.073, 551.074, 551.075 OR 551.076.

THE CITY OF LAGO VISTA IS COMMITTED TO COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT. REASONABLE MODIFICATIONS AND EQUAL ACCESS TO COMMUNICATIONS WILL BE PROVIDED UPON REQUEST.

AT THIS MEETING AT THE STATED LOCATION, A QUORUM OF THE CITY COUNCIL WILL BE PHYSICALLY PRESENT, AND THIS NOTICE SPECIFIES THE INTENT TO HAVE A QUORUM PRESENT THERE, AND THE MEMBER OF THE CITY COUNCIL PRESIDING OVER THE MEETING WILL BE PHYSICALLY PRESENT AT THAT LOCATION. ONE OR MORE MEMBERS OF THE CITY COUNCIL MAY PARTICIPATE IN THIS MEETING REMOTELY, AND IF SO, VIDEOCONFERENCE EQUIPMENT PROVIDING TWO-WAY AUDIO AND VIDEO DISPLAY AND COMMUNICATION WITH EACH MEMBER WHO IS PARTICIPATING BY VIDEOCONFERENCE CALL WILL BE MADE AVAILABLE.

MEETING DATE: January 2, 2021

CALL TO ORDER:

AGENDA ITEM: CALL TO ORDER, CALL OF ROLL

Comments:

ADJOURN:

TURN RECORDER OFF

Motion by: _____

Seconded by: _____

Content of Motion: _____

Vote: Williams _____ ; **Sullivan** _____ ; **Davila** _____ ; **Marion** _____ ;

Tidwell _____ ; **Weatherly** _____ ; **Prince** _____

Motion Carried: Yes _____ ; **No** _____

MEETING DATE: January 2, 2021

AGENDA ITEM: CITIZEN COMMENTS

Comments:

CITIZEN PARTICIPATION REGISTRATION FORM

In order to be heard, please complete this registration form and return it to the City Secretary prior to the start of the meeting.

For electronic meetings, all comments must be submitted via email to City Manager Josh Ray at jray@lago-vista.org 10 minutes prior to the start of the meeting.

Date of Meeting: _____

Citizens who wish to address the City Council about items on the agenda which are scheduled for Council action will have three (3) minutes to express their positions. Please indicate below the agenda item number on which you wish to comment.

Citizens wishing to address Council regarding a topic not on the agenda are afforded the same amount of time during the "Public Comments" section. Please indicate the subject matter below.

Please step to the podium as soon as you are recognized by the Mayor and state your name and the City that you live in before beginning your presentation. If you have written notes you wish to present to the Mayor and Council, please furnish an extra copy to the City Secretary for the official files.

For electronic meetings, all submitted comments will be read aloud during the meeting. Council will have the opportunity to respond to the question or comment.

Citizens who have questions concerning procedure or the registration form may request assistance from the City Secretary. Thank you for your cooperation.

Name: _____

Address: _____

If speaking for an organization:

Name of Organization: _____

Speaker's Official Capacity: _____

SUBJECT(S) OR AGENDA ITEM(S) ON WHICH YOU WISH TO SPEAK:



AGENDA ITEM
City of Lago Vista

To: Mayor & City Council

Council Meeting: January 2, 2021

From: Joshua W. Ray, City Manager

Subject: Discussion, consideration and possible action related to an agreement with Chris Hartung Consulting, LLC to assist the City in the selection of a City Manager and direction for the Mayor to execute the contract.

Request: Business Item

Legal Document: Other

Legal Review:

EXECUTIVE SUMMARY:

City Council gave direction to Mayor Tidwell to discuss the city manager selection process with Chris Hartung of Chris Hurtung Consulting, LLC. Mayor Tidwell contacted Mr. Hartung to gauge his interest in assisting the City for the second time in the City Manager selection process (Hartung was involved with the process that selected Josh Ray as City Manager).

Mr. Hartung informed the Mayor that he would welcome the opportunity to guide the City Council through this process.

We have included the proposal that was submitted by Mr. Hartung in the agenda packet.

Impact if Approved:

Mayor Tidwell will complete the contract with Chris Hartung Consulting, LLC.

Impact if Denied:

The Council will need to determine the process for selecting a City Manager.

Is Funding Required? Yes No If Yes, Is it Budgeted? Yes No N/A

Indicate Funding Source:

An appropriation will be required by City Council for this contract.

Suggested Motion/Recommendation/Action

- Motion to - -
- Motion to - -
- Motion to - -

Known as:

Contract with Chris Hartung Consulting, LLC

Agenda Item Approved by City Manager

Joshua W. Ray

Digitally signed by Joshua W. Ray
Date: 2020.12.28 16:48:00 -06'00'



December 28, 2020

CITY OF LAGO VISTA, TEXAS

Recruitment for City Manager

STATEMENT OF QUALIFICATIONS

December 28, 2020

Mayor Ed Tidwell and City Council Members
City of Lago Vista
214 E. Elm St.
Lago Vista, TX 76645-3323

Dear Mayor Tidwell and Council Members:

It is a pleasure for Chris Hartung Consulting, LLC to submit to you this proposed work plan and supporting information outlining our approach to assisting the City of Lago Vista in the recruitment and selection of a new City Manager. We are excited about the opportunity to be a part of the process of finding a truly outstanding professional who can participate as a member of the City's leadership team in partnership with the City Council. This work plan has been prepared based upon our communication with you, our previous experience with Lago Vista, our understanding of the search process specifically involving city executives, our experience in similar searches and Chris Hartung's over twenty years of experience in city management. We fully understand the importance of this decision to the City of Lago Vista.

Chris Hartung has over twenty-five years' experience as the owner of a firm or lead consultant engaged in a wide variety of public sector executive search assignments for cities in Texas and the Southwest. Chris Hartung Consulting, LLC was founded in July 2009 as a sole proprietorship owned by G. Chris Hartung. The firm is a successor to Hartung and Associates, a firm which Chris Hartung operated from January 1988 until October 1997. From 1997 until July of 2009, Chris Hartung was a lead consultant for a national executive search firm. Chris Hartung Consulting was transitioned to an LLC in December 2012. The purpose of Chris Hartung Consulting, LLC is to strengthen local government through the provision of effective training, organizational development, executive recruitment and selection, and cost-effective consulting services.

This work plan involves a partnership between the consultant and the City Council in an effort to take advantage of the skills and abilities of both, while keeping the cost as low as possible. Chris Hartung has experience recruiting for a wide variety of positions in local governments. A list of client references for similar City Manager recruitments is attached to this proposal.

Chris Hartung is the authorized representative of the firm and will be the lead consultant for this project. He will handle all the client contact, candidate solicitation and reference calls involved in completing the recruitment. We have sufficient resources in personnel, equipment and time to conduct this project and are prepared to begin the recruitment immediately after notification to begin. Since August of 2009, Chris Hartung Consulting, LLC has established a record of successful completion of similar projects for a variety of clients. We welcome the City to contact any of the clients listed in this proposal.

The philosophy of Chris Hartung Consulting, LLC regarding filling key executive positions in local government is based upon the belief that the best (and maybe only) predictor of success in a position is past success in the same or a similar position. With this principle in mind, our approach to an executive search assignment is to begin the process by developing a current and accurate description of the background, qualifications, personal characteristics and initial priorities for the position. The balance of the assignment is focused on developing a pool of candidates meeting the profile through an aggressive solicitation and screening process that is intended to result in a final group of highly qualified candidates meeting the profile for the client to interview. During the engagement, Chris Hartung Consulting, LLC will guide the City Council with advice at key decision points and by providing logistical support through the handling of applicant communications.

Chris Hartung Consulting, LLC is dedicated to conducting executive search assignments in accordance with the spirit and the intent of equal opportunity laws and regulations. We are proud of the record we have established in being able to recruit and refer candidates from protected classes including women and minority applicants.

I will be happy to discuss this work plan and answer any questions at your convenience. Please call me at 469-321-2180 or e-mail at chris@chcpublicsectorsolutions.com.

Sincerely,

G. Chris Hartung
Owner/President

PROPOSED WORK PLAN

Recruitment and Selection of a New City Manager for the City of Lago Vista, Texas

SCOPE OF THE PROJECT

The City of Lago Vista, Texas is in the rolling hills of the Texas Hill Country on the north shore of beautiful lake Travis. It's location 20 miles northwest of Austin provides residents with the rural feel of a small town with the nearby amenities of a major metropolitan area. The City has an estimated population of over 6,000 residents currently. The City is governed as a Texas home-rule municipality with a city manager form of government under a Charter adopted by the citizens. The City Council is composed of a Mayor and six Council members. The City Council is currently considering contracting with an executive recruiting firm to assist the City in the recruitment and section of the next City Manager. We understand the City will be seeking an experienced public management professional who can assist the City Council achieve the City's vision for the community. This work plan has been developed to utilize the expertise and background of the consultant in partnership with the City Council. The goal of Chris Hartung Consulting, LLC is a search engagement which will give the City Council 'Peace of Mind' throughout the process.

TASK ONE: DEVELOPMENT OF THE PROFILE AND ADVERTISING STRATEGY

Chris Hartung Consulting, LLC conducts executive search assignments based upon the belief that the best predictor of success in a position is past success in the same or a similar position. Therefore, the process that follows is intended to describe the requirements of the position accurately and then to generate a pool of candidates who have accomplishments and experiences in areas of interest to the City Council.

When authorized to begin this project, the Consultant will coordinate with the City Council to schedule meetings with the Council Members and others as directed by the City Council, to discuss the background, qualifications and personal characteristics which would make someone a truly outstanding candidate for this position. The Consultant will gather information about immediate issues that will confront the new City Manager during the first twelve to twenty-four months of employment. If desired by the City Council, the Consultant will interview other key stakeholders including city personnel and/or members of the community to gather additional perspectives on the position. During the initial discussions regarding this engagement, the Consultant will also gather information from the City staff to be used in the development of a community profile to be included with the advertising piece to be developed for this recruitment.

We realize that often the decision to apply for a municipal executive position is a family decision as much as it is a career decision. For that reason, we will promote the Lago Vista position as not only a good career opportunity, but also promote the area as a great place to live. Because of our previous experience with the City of Lago Vista, we believe we are in a good position to be a strong advocate for this position.

The Consultant will ask the City to designate one person to be the Project Coordinator and the primary contact for this recruitment. In addition, the Consultant will present an updated schedule for this assignment and will get concurrence from the City Council for the schedule.

Following the initial stakeholder interviews, the Consultant will develop a profile describing the ideal candidate background as well as the priority issues which will face the new executive during the first twelve to twenty-four months of employment. This profile will be submitted to the Mayor and City Council for review and approval before its use in Task Two. Once the City has approved a profile, the Consultant will prepare a brochure based upon the profile to be used as an advertising piece during Task Two. The completed brochure will include instructions to interested parties indicating that they should forward their resume and other information directly to the Consultant. A sample brochure from the Bastrop recruitment is attached to this proposal.

As part of Task One, the consultant will also advise the City Council regarding the placement of ads in various professional organization job posting web sites and/or journals as mutually agreed to by the Consultant and the City. This assistance will include the development and placement of ad copy for this position. Typical ad placements for the position of City Manager include the job boards of various professional organizations such as the Texas Municipal League and the International City/County Management Association.

TASK TWO: RECRUITMENT OF OUTSTANDING CANDIDATES FOR THE POSITION

Following completion of Task One and placement of the advertising, the Consultant will undertake a process of contacting, directly by telephone and electronically, individuals in city management as well as local government officials, consultants, and others with knowledge of local government to identify potential candidates for the position. Our experience in similar searches of this kind has shown us that often the best qualified candidates are not in the active job market and may not respond to traditional advertising approaches or to spam e-mails. The Consultant will focus his efforts on personal outreach and extensively circulating the brochure developed during Task One. Throughout this effort, the Consultant will actively promote this position as a good career and family opportunity.

The Consultant will acknowledge receipt of all resumes to the applicants and will prepare a master list of applicants for this position. It is recommended that the position be posted by the City as “Open until filled”, so that resumes which come in after the first review date can be considered.

TASK THREE: INITIAL SCREENING OF THE APPLICANT POOL

Following the first review date, the Consultant will begin the screening process. Initially, applicant information will be reviewed to allow the Consultant to eliminate candidates whose information does not indicate the background and qualifications desired by the City as described in the profile developed in Task One. The Consultant will identify candidates who appear to meet the minimum qualifications and experience desired by the City. A questionnaire will be submitted to these candidates seeking additional information about the applicant's background and accomplishments in several specific areas of importance to the City of Lago Vista as described in the profile developed in Task One.

Once the questionnaires have been completed and returned to CHC, it is anticipated that the Consultant will meet with the City Council to discuss the pool of candidates for the position. The objective of this discussion will be to identify a group of six to ten candidates for the Consultant to invite to participate in a video interview and a telephone interview with the Consultant. Chris Hartung Consulting, LLC is proud to be able to make available video interviewing through Interviewstream. (See information on page 3.) The video interviews will be designed to provide the Consultant and the Client with additional information about these applicants' experiences and accomplishments as well as provide an opportunity to see and hear their responses to the questions. The City Council will be provided with a link to the Interviewstream website which will provide access to the video interviews at the convenience of the reviewer.

The Consultant telephone interviews are intended to provide the Consultant with additional information about the candidates to allow the development of a recommendation to the City Council for a group of four to six candidates to be designated as finalists who will be scheduled for interviews with the City Council in Lago Vista. During this Task, the Consultant will conduct an Internet search for information published about any of the potential finalists.

As a final step in this Task, the Consultant will meet with the City Council to discuss the results of the initial screening of the candidates and the video interviews. The objectives of this meeting will be to identify the finalists to be interviewed by the City Council and to develop a schedule for the final interview process. With concurrence of the City, the Consultant will move forward to Task Four, Gathering of Reference Information.

Chris Hartung Consulting - Interviewstream Partnership

Client Situation

The City of Lago Vista recognizes the importance of recruiting high-caliber professionals who are committed to quality work and ethical values. The Chris Hartung Consulting/Interviewstream proposed solutions will help you in your recruitment efforts while providing significant cost savings.

Overview

Interviewstream, Inc. is the original provider of pre-recorded and live video interviewing solutions. The firm's product suite of proprietary online technology provides video interview solutions to hundreds of businesses, colleges and universities, executive search firms, staffing firms, and the world's leading global career transition firm.

Interviewstream offers a range of 100% web-based solutions that can help your organization be more efficient in saving time and resources while quickly realizing a return on investment. Organizations can realize significant value in using pre-recorded, live and the internal mobility video interviewing platform. Use of these tools can assist organizations currently exploring opportunities to increase efficiencies and effectiveness within their hiring and related recruiting functions.

Partner with the Best

Interviewstream offers unmatched flexibility with pre-recorded and live video interviewing suite of tools and a proven track record with over 5,000,000 accessible users in 120 countries and eight (8) languages. An adaptable mobile app strategy truly affords Interviewstream clients with flexibility to react quickly and interview select candidates anytime, anywhere.

The bottom line? There is no competing provider that can match the flexibility, simplicity, and level of scalability that our system can offer. Interviewstream is the only provider to cover the entire interview cycle – from practice to employment.

Interview Anytime, Anywhere

No matter where your applicants are in the world or what browser or operating system you or they use - Interviewstream's expansive product suite will work for you! Our systems function independently or with other applicant tracking, recruiting, and career management systems. Above all, it's 100% web-based and can be accessed from any internet-connected computer and tablet.

TASK FOUR: GATHERING OF REFERENCE INFORMATION

Upon completion of Task Three, the Consultant will obtain a release from this group of finalists, allowing him to contact references and to gather information about his/her background including education verification in accordance with the federal Fair Credit Reporting Act (FCRA). The candidates will also be given information about the schedule for interviews in Lago Vista. The main effort in Task Four will be to contact named and unnamed references to gather information about what others think about the work experience and accomplishments of the potential finalists. The Consultant will request at least ten named references from the candidates and will contact at least seven of them. We will also contact other individuals familiar with the candidates' work experience but not named as references as well. Because we consider the reference calls a vital part of the screening process, Chris Hartung will personally contact these individuals. This task will not be delegated to support personnel.

In addition, if authorized by the City, the Consultant will investigate social media, court records, driver license, and educational clearinghouses to determine if there are any problems in these areas of a candidate's background that the City Council should be aware of. If negative information is discovered during this Task, the City Council will be informed as soon as possible.

TASK FIVE: FINAL INTERVIEW PROCESS AND COMPLETION OF SEARCH

As part of the base fee, the Consultant will be available to assist the City Council as needed in the preparation and conduct of the final interviews for this position in Lago Vista. The Consultant will notify finalists about the schedule and other details of the interview process. Candidate travel expenses are the responsibility of the City.

The Consultant will prepare a binder containing information on the finalists for this position for the City Councilmembers. This information will be sent to the City several days prior to the interviews. The information included in the Final Book will include the resumes and other information provided by the candidates, the questionnaire completed by the finalists, the interview notes from the Consultant's interview with the finalists as well as the written reference notes. (Reference notes are typically only provided to the hiring authority and those in the hiring chain, but not to potential peers, subordinates or outside panel members.) The Final Books will also include a set of suggested interview questions for the City Council. The Consultant will be available to attend the final interviews, not to participate in the questioning of candidates, but to assist the City Council and facilitate discussion if desired.

Following completion of the interviews for a position, the Consultant will also be available to assist in negotiations of a salary and benefit offer and/or employment agreement with the selected candidate.

GUARANTEE

CHC is offering a three-way guarantee to the City of Lago Vista if selected to conduct the search as outlined in this work plan. (1) If for some reason, the City is not able to appoint a candidate following the initial group of interviews for a position, the Consultant will work to develop an additional group of finalists for the position for the City Council to consider. CHC will stay with the process until an appointment is made for the basic fee outlined in the proposal dated December 28, 2020. (2) CHC also commits to not solicit any selected candidate for other search assignments during his/her tenure with the City of Lago Vista. (3) If the candidate selected as a result of this contract is terminated or resigns within twelve months of appointment, CHC will conduct a new search to fill the position for no additional fee, but only with the reimbursement of out-of-pocket expenses.

PROPOSED FEE AND EXPENSES

The fee for professional services to conduct the recruitment engagement as described in this proposal is \$16,200, plus reimbursement for out-of-pocket expenses. Reimbursement for out-of-pocket expenses typically includes the direct cost for advertising, printing, postage/shipping, consultant mileage and travel expenses, and third-party background research, but does not include costs for candidate travel which are handled directly by the City. The fee includes up to six trips to Lago Vista during the search process including the final interview sessions. If additional trips or additional services beyond the scope of this proposal are requested by the City, an additional fee may be requested. The fee for professional services is due and payable according to the following schedule: \$3600 due at completion of Task One, \$2400 at completion of Task Two, \$1600 at completion of questionnaires in Task Three, \$1600 at completion of Task Three, \$3800 at Completion of Task Four, \$1600 at submission of the finalist binders prior to the interviews in Task Five, and \$1600 when the search is finalized, and the appointment is made. Expenses will be billed as incurred. Payments should be sent to Chris Hartung Consulting, LLC, P.O. Box 434, Bedford, Texas 76095. We will be happy to contract for a total cost of fees and expenses not to exceed \$21,000.00 for the scope outlined in this proposal.

G. CHRIS HARTUNG

Owner/President of Chris Hartung Consulting, LLC

Chris Hartung is the Owner and President of Chris Hartung Consulting, LLC. Chris has over twenty-five years of public sector consulting experience in the areas of executive search, compensation, classification and other management consulting projects. He also has 20 years of experience as a manager in city government, including service as Director of Finance, Assistant City Manager, and City Manager in full service municipalities with populations ranging from 15,000 to 160,000. He served for eight (8) years as City Manager of Denton, TX and for seven (7) years as Assistant City Manager for the City of Garland, Texas. Chris is proud of the fact that both Garland and Denton developed reputations for being able to recruit and maintain highly qualified professional staff members.

Chris has conducted management-consulting assignments in a number of areas including compensation planning and implementation, strategic planning, organizational staffing, total quality management, and executive recruitment. His executive recruitment assignments have included chief executive officer, city manager, city attorney, assistant city manager, fire chief, director of parks and recreation, director of public works, and other key executive positions. He has written and presented training in a number of subject areas including recruitment and selection of key employees, effective performance evaluation, leadership and management skills, and customer relations in a public-sector environment. Chris authored an article on local government budgeting in hard times which was published by the Texas Municipal League in the May 2010 issue of its magazine *Texas Town & City* and an article on the job interview which was published in the November 2011 issue of *Public Management*, the magazine of the International City/County Management Association. In 2013, he authored an article on the history of Zero Base Budgeting in Garland, Texas which was published by the Government Finance Officers Association.

PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION

Chris received his bachelor's degree in government from Southern Methodist University in Dallas and his master's degree in public administration from the University of North Texas in Denton. He has conducted lectures and seminars for Texas A&M University, the University of Texas at Austin, the University of Texas at Arlington, and the University of North Texas. Chris is on the faculties of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT) hosted by Texas Woman's University and the Certified Public Manager Program (CPM) sponsored by Texas State University and conducted in Arlington, Texas. He has also served as a graduate adjunct in Public Administration at the University of North Texas.

CLIENT REFERENCES

Client and Contact

Search Engagements

City of Woodway, Texas
Bob Howard, Mayor
(254) 717-3069

City Manager

City of Del Rio, Texas
Bruno “Ralphy” Lozano, Mayor
(830) 765-6880

City Manager

City of Bastrop, Texas
Connie Schroeder, Mayor
(512) 718-7843

City Manager

Chris Hartung Partial List Recruitments-City Manager/Administrators (Proprietary and Confidential)

(* indicates current incumbent resulted from CH recruitment)

Abilene, TX	City Manager
Aransas Pass, TX	City Manager 2 *
Athens, TX	City Administrator
Bastrop, TX	City Manager *
Bee Cave, TX	City Manager
Bridgeport, TX	City Administrator (2)
Brownsville, TX	City Manager
Brownwood, TX	City Manager
Canton, TX	City Manager
Chickasha, OK	City Manager (2) *
Corinth, TX	City Manager
Dodge City, KS	City Manager
Ennis, TX	City Manager (2)
Fair Oaks Ranch, TX	City Administrator *
Fate, TX	City Manager
Flower Mound, TX	City Manager
Friendswood, TX	City Manager (3)
Gatesville, TX	City Manager
Highland Park, TX	Town Administrator *
Hillsboro, TX	City Manager (3) *
Hobbs, NM	City Manager
Ingleside, TX	City Manager

Jasper, TX	City Manager
Juneau, AK	Borough Manager
Keene, TX	City Manager
Kerrville, TX	City Manager (5) *
Kilgore, TX	City Manager
La Porte, TX	City Manager
Lago Vista, TX	City Manager *
Madisonville, TX	City Manager
Midlothian, TX	City Manager
Missouri City, TX	City Manager (2)
Mount Pleasant, TX	City Manager (3)
Paris, TX	City Manager
Pearland, TX	City Manager
Prosper, TX	Town Manager *
Richwood, TX	City Manager*
Sachse, TX	City Manager
San Angelo, TX	City Manager
Sanger, TX	City Manager
Sealy, TX	City Manager
Seguin, TX	City Manager
Taylor, TX	City Manager
Vernon, TX	City Manager *
Weatherford, TX	City Manager
Wimberley, TX	City Administrator
Woodway, TX	City Manager *

City of Lago Vista, Texas Tentative Project Schedule

City Manager

The following tentative schedule for the completion of the City Manager search is based on the estimated start date in mid-January. The schedule allows for an orderly recruitment conducted during the Winter/Spring holiday period. While this represents a reasonable time frame for the project, CHC will work with the City Council to develop a schedule which meets the City's needs. This schedule would allow for the new City Manager to commence work in a June/July 2021 timeframe.

<u>Activity</u>	<u>Due Date</u>
• Preliminary Interviews with Lago Vista City Council and other Stakeholders	Week of January 11, 2021
• Draft of Profile to Lago Vista	January 21, 2021
• Consensus on profile	January 30, 2021
• Commencement of Recruitment Activities/Materials Published	February 1 2021
• First Review of Resumes by CHC	March 1, 2021
• Semi-Final Candidates Questionnaire complete and Discussions with the City Council	Week of March 15, 2021
• Semi-Final Candidate Video Interviews Completed by CHC	April 2, 2021
• Recommendations of Finalists to the City Council	Week of April 12, 2021
• Completion of Background Investigation by CHC	April 23, 2021
• Candidate Interview Materials to the City	April 23, 2021 (Tentative)
• Final Interviews in Lago Vista	Week of April 26, 2021 (Tentative)
• Offer Extended to Finalist	April 30, 2021
• New City Manager Appointed and Reports to work *	June/July 2021??

This schedule considers holidays taking place during the recruitment schedule (e.g., Presidents Day, Spring Break, Memorial Day, etc.), which potentially could affect various tasks. Discussions with the City Council during this project are requested to be in private sessions due to confidentiality concerns.

*Date of employment may vary depending upon separation negotiations with Candidate's current employer and desires of the City Council.

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

CITY MANAGER
CITY OF LAGO VISTA, TEXAS

December 2020

(This proposal is valid for 90 days)



Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244

Office: 817-337-8581

Jennifer Fadden, President of Executive Recruitment
and Interim Management

JenniferFadden@GovernmentResource.com



December 30, 2020

Hon. Mayor Ed Tidwell
City of Lago Vista, Texas

Dear Mayor Tidwell:

Thank you for the opportunity to submit this proposal to assist the City of Lago Vista in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and Best Management Practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches over 46,000 subscribers in all 50 states.
- SGR will send targeted emails to our opt-in Job Alert subscriber database of over 4,000 city management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to improve, adapt and provide alternatives to in-person meetings during this uncertain time.

We are excited about the prospect of conducting this recruitment for the City of Lago Vista, and we are available to visit with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
Ron@GovernmentResource.com
Cell: 214-676-1691

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Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Florida, Minnesota, New York, North Carolina, Ohio, and Oklahoma.

SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President, Executive Recruitment & Interim Services
- Melissa Valentine, Managing Director, Recruitment & Human Resources

View all SGR team members and bios at: [governmentresource.com/about-us/meet-the-team](https://www.governmentresource.com/about-us/meet-the-team)

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 46,000 subscribers in all 50 states.
- We will send targeted emails to over 4,000 opt-in subscribers to SGR's City Manager Job Alerts.
- Your position will be posted on SGR's Website, GovernmentResource.com, which has more than 36,000 visitors per month.
- Your position will be posted on SGR's Job Board, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all of the relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is often able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes. Candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain different insights than typically available on a resume
- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process
- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where he/she has lived and worked
- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise, customized to the organization, for finalist candidates

Recruitment Methodology & Approach

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Develop Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Development of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment. These interviews last approximately 30-60 minutes each and identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 46,000 subscribers in all 50 states. We will also send targeted emails to over 4,000 opt-in subscribers to SGR's City Manager Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates’ applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual’s personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR’s responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR’s goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

SGR uses a proprietary media search process that goes far beyond automated Google/LexisNexis searches. SGR's process is customized to provide a comprehensive media search on each candidate. The search includes variations of the candidates' names and states/cities in which they have lived or worked, along with social media platforms. The Media Reports are put into an easy-to-read format, and the candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: bit.ly/SGRSampleBackgroundReport.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from

the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- “Round Robin” forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates’ soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR’s reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If the names of the

finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPTreports.

Projected Schedule

Schedule will be adjusted at the outset of the search to meet the organization’s needs.

Task	Weeks
<ul style="list-style-type: none"> • Contract Executed • Develop Recruitment Plan, Timeline • <u>Individual Interviews with Key Stakeholders</u> 	Week 1
<ul style="list-style-type: none"> • <u>Deliverable</u>: Position Profile Brochure • Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> • Advertising and Marketing • Accept Applications • Communication with Prospects and Applicants 	Weeks 4-7
<ul style="list-style-type: none"> • Initial Screening and Review 	Week 8
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Semifinalists • Questionnaires and Recorded Online Interviews • Media Searches - Stage 1 	Week 9
<ul style="list-style-type: none"> • <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews 	Week 10
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> • Comprehensive Media Searches - Stage 2 • Comprehensive Background Investigation Reports • DiSC Management Assessments (supplemental service) • First Year Game Plan or Other Advanced Exercise 	Weeks 12-13
<ul style="list-style-type: none"> • <u>Deliverable</u>: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> • <u>Face-to-Face Interviews</u> • Stakeholder Engagement (may occur earlier in process) • Deliberations • Reference Checks (may occur earlier in process) • Negotiations and Hiring Process 	Week 15

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: \$24,900

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR’s 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR’s opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR’s website
 - Featured ad on SGR’s job board
 - Promotions on SGR’s social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.
- There is a \$250 Change Fee per occurrence for any changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks via (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link (or a flash drive, if requested). Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost. Flash drives are billed at \$10 each, plus the cost of shipping.
- Additional in-person visits (over and above the two (2) in-person visit included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- In the unexpected event the organization requests that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

Town of Argyle, Texas

Population: 4,000

Erika McComis, Assistant Town Administrator/Town Secretary

emccomis@argyletx.com

940-271-4262

Town Administrator Recruitment, 2020

City of Lakeway, Texas

Population: 16,000

Julie Oakley, City Manager

julieoakley@lakeway-tx.gov

512-314-7527

Assistant City Manager Recruitment, 2020

City of Santa Fe, Texas

Population: 13,000

Jason Tabor, Mayor

mayor@ci.santa-fe.tx.us

409-925-6412

City Manager Recruitment, 2020

City of Mineral Wells, Texas

Population: 15,000

Tammy Underwood, Mayor

mayor@mineralwellstx.gov

940-325-2727

City Manager Recruitment, 2019

City of Pflugerville, Texas

Population: 60,000

Victor Gonzales, Mayor

victor.gonzales@pflugervilletx.gov

512-990-6101

City Manager Recruitment, 2018

City/County/Town Manager & Administrator Recruitments, 2015-Present

In Progress

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Flower Mound, Texas (pop. 78,000) - Town Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Spokane, Washington (pop. 220,000) - City Administrator
- Tigard, Oregon (pop. 53,000) - City Manager

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager

- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Clark County, Washington (pop. 471,000) - County Manager
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager

- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

2017

- Amarillo, Texas (pop. 200,000) - City Manager
- Bastrop, Texas (pop. 8,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager
- Brenham, Texas (pop. 17,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clute, Texas (pop. 12,000) - City Manager
- Colleyville, Texas (pop. 23,000) - City Manager
- Grandview, Missouri (pop. 26,000) - City Administrator
- Killeen, Texas (pop. 140,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Saginaw, Texas (pop. 21,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Sealy, Texas (pop. 6,500) - City Manager
- Stephenville, Texas (pop. 20,000) - City Administrator
- Temple, Texas (pop. 75,000) - City Manager
- Topeka, Kansas (pop. 127,000) - City Manager
- Vail, Colorado (pop. 5,000) - Town Manager

2016

- Angleton, Texas (pop. 20,000) - City Manager
- Beavercreek, Ohio (pop. 45,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Canadian, Texas (pop. 2,600) - City Manager
- Carrollton, Texas (pop. 130,000) - City Manager
- Clarksville, Indiana (pop. 20,000) - Town Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Davenport, Iowa (pop. 100,000) - City Administrator
- Des Moines, Washington (pop. 30,000) - City Manager
- Elgin, Texas (pop. 10,000) - City Manager
- Gunnison, Colorado (pop. 6,000) - City Manager
- Hot Springs, Arkansas (35,000) - City Manager
- Lake Dallas, Texas (pop. 7,000) - City Manager
- Lake Worth, Texas (pop. 4,500) - City Manager
- Muskegon Heights, Michigan (pop. 11,000) - City Manager
- Northglenn, Colorado (pop. 37,000) - City Manager
- Palestine, Texas (pop. 19,000) - City Manager
- Piney Point Village, Texas (pop. 3,000) - City Administrator
- Port Lavaca, Texas (pop. 12,000) - City Manager
- Spokane Valley, Washington (pop. 95,000) - City Manager
- St. Charles, Missouri (pop. 67,000) - Director of Administration
- Stillwater, Oklahoma (pop. 50,000) - City Manager
- Sweetwater, Texas (pop. 11,000) - City Manager
- Valley Center, Kansas (pop. 7,000) - City Administrator
- Williston, North Dakota (pop. 27,000) - City Administrator

2015

- Abilene, Texas (pop. 120,000) - City Manager
- Altus, Oklahoma (pop. 20,000) - City Manager
- Alvin, Texas (pop. 25,000) - City Manager
- Azle, Texas (pop. 11,000) - City Manager
- Ballwin, Missouri (pop. 30,000) - City Administrator
- Baytown, Texas (pop. 75,000) - City Manager
- Bridgeport, Texas (pop. 6,000) - City Administrator
- Casper, Wyoming (pop. 60,000) - City Manager
- Duncanville, Texas (pop. 39,000) - City Manager

- Georgetown, Texas (pop. 54,000) - City Manager
- Granbury, Texas (pop. 8,500) - City Manager
- Kaufman, Texas (pop. 7,000) - City Manager
- Kilgore, Texas (pop. 14,500) - City Manager
- Lamesa, Texas (pop. 9,500) - City Manager
- Missouri City, Texas (pop. 70,000) - City Manager
- Montgomery, Texas (pop. 800) - City Administrator
- Sealy, Texas (pop. 6,500) - City Manager
- Tyler, Texas (pop. 105,000) - City Manager

Population number is approximate population at the time the recruitment took place.

Executive Recruitment Clients

Arizona

- Chandler

Arkansas

- Fort Smith
- Hot Springs

Colorado

- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority (Fremont County)
- Commerce City
- Craig
- Durango
- Englewood
- Erie
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Vail
- Wheat Ridge

Connecticut

- Clinton
- Hartford
- Manchester
- South Windsor
- Tolland
- Wethersfield

Florida

- Boca Raton
- Boynton Beach
- Brevard County
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- Sarasota County
- Tamarac
- Winter Haven

Georgia

- Albany
- Covington
- Johns Creek

Indiana

- Clarksville

Iowa

- Ames
- Davenport
- Des Moines Water Works

Kansas

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lenexa
- Manhattan
- Mission Hills
- Newton
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City Kansas
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Midland
- Muskegon Heights

Minnesota

- Blaine
- Chanhassen

Mississippi

- Hancock County Port & Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Joplin
- Lebanon
- Nevada Housing Authority
- Nixa
- O'Fallon
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana

- Bozeman

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development Corp.
- Lea County

New York

- Port Chester

North Dakota

- Mountrail-Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

- Altus
- Bethany
- Bartlesville
- Broken Arrow
- Chickasha
- Choctaw
- Elk City
- Lawton
- Miami
- Miami Office of Economic Development
- Mustang
- Oklahoma Municipal League
- Owasso
- Stillwater

Oregon

- Clackamas County
- Eugene
- Lane Regional Air Protection Agency
- Springfield
- Tigard

Pennsylvania

- Kennett Square

Tennessee

- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brushy Creek Regional Utility Authority
- Bullard
- Burkburnett
- Burleson
- Canadian
- Canton
- Canyon
- Capital Area of Texas Regional Advisory Council
- Carrollton

Texas (cont'd)

- Castroville
- Cedar Park
- Celina
- Citizens for Progress
- Cleveland
- Clute
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- DeSoto
- Dickinson
- Duncanville
- El Paso
- El Paso Metropolitan Planning Organization
- Elgin
- Ennis
- Fairview
- Farmers Branch
- Farmersville
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Greenville
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Huntsville
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksboro
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- La Porte
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander

Texas (cont'd)

- Levelland
- Levelland Economic Development Corp.
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview Economic Development Corp.
- Lorena
- Lubbock
- Lufkin
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Messer Rockefeller & Fort
- Midland
- Midlothian Economic Development Corp.
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland
- New Braunfels
- North East Texas Regional Mobility Authority
- North Hays County Emergency Services District No. 1
- North Richland Hills
- North Texas Emergency Communications Center
- Odessa
- Orange
- Palestine
- Paris
- Pearland
- Pecos City
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Richland Hills
- Riverbend Water District
- Rockwall
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City
- Royse City Community Development Corp.
- Saginaw
- San Angelo
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville
- Sealy

Texas (cont'd)

- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- Texarkana
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Van Alstyne
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer
- Yoakum

Virginia

- Orange County

Washington

- Bainbridge Island
- Bellevue
- Burien
- Clallam County
- Clark County
- Des Moines
- Richland
- Shoreline
- Snoqualmie
- Spokane
- Spokane Valley
- Whitworth Water District #2

Wyoming

- Campbell County
- Casper



CITY MANAGER

CITY OF HUTTO, TEXAS



EXECUTIVE SEARCH PROVIDED BY STATEGIC GOVERNMENT RESOURCES

GROWING A QUALITY COMMUNITY



THE COMMUNITY

Hutto, Texas, is ideally situated along the SH-130 corridor, just 30 minutes from downtown Austin, in Williamson County. Located only 10 miles from Round Rock’s high-tech manufacturing and assembly center, Hutto is a vibrant business hub that boasts great connectivity and convenient access to the amenities of a large metropolitan area, with a friendly, small-town ambiance.

While the population in 2000 was just 1,250, roughly 30,000 people now call the growing community home. It is not only one of Austin’s fastest growing suburbs, it is also one of the fastest growing cities in the nation, and it’s easy to see why—the people make the difference. People choose Hutto for the active neighborhoods, a strong sense of community, for the dedicated teachers and administrators at the high-performing Hutto Independent School District, and the ability to enjoy small town living while still being a short drive from the heart of the Texas State Capitol.

Hutto’s astronomical level of growth is expected to continue, with its population projected to reach 45,000 by the year 2040. Residents enjoy a high quality of life in a friendly, welcoming atmosphere, and, although the City has grown quickly, neighbors know one another and are actively engaged in the community. Nearly 85% of the community rated Hutto as either “Excellent” or “Good” for the overall quality of life in a recent citizen survey.

Hutto has received several honors, including being named one of the “Top 100 Places in Major Markets to Locate Your Business” by Southern Business and Development magazine. The City was recently recognized as the “Top Place in Texas to Raise a Family,” the “#1 Local City (in the Austin area) For Young Couples,” “One of the Top 100

Places in Major Markets to Locate a Business,” and is consistently ranked one of the fastest growing and safest cities in the country.

Hutto offers a wide array of unmatched community, recreational, and cultural amenities. The City of Hutto has several parks and walking trails where families can relax and enjoy a day outdoors. The Golf Club at Star Ranch features a 15,000 square foot clubhouse, pro shop, and tournament pavilion. Just five minutes from the heart of Hutto is the Dell Diamond, home stadium of the Round Rock Express, the AAA minor league baseball affiliate of the Texas Rangers major league baseball team. The City is currently working on a proposed transformative baseball and retail development project in partnership with Perfect Game (the world’s largest and most comprehensive baseball scouting organization) as part of its relocation of their headquarters and tournament operations from Cedar Rapids, Iowa, to Hutto.

A variety of local businesses, shops, restaurants, and other attractions are located in historic Downtown Hutto, providing a unique shopping experience for residents and visitors from throughout the region. The district is listed on the National Register of Historic Places and is characterized by charming structures dating back to the 1800s.

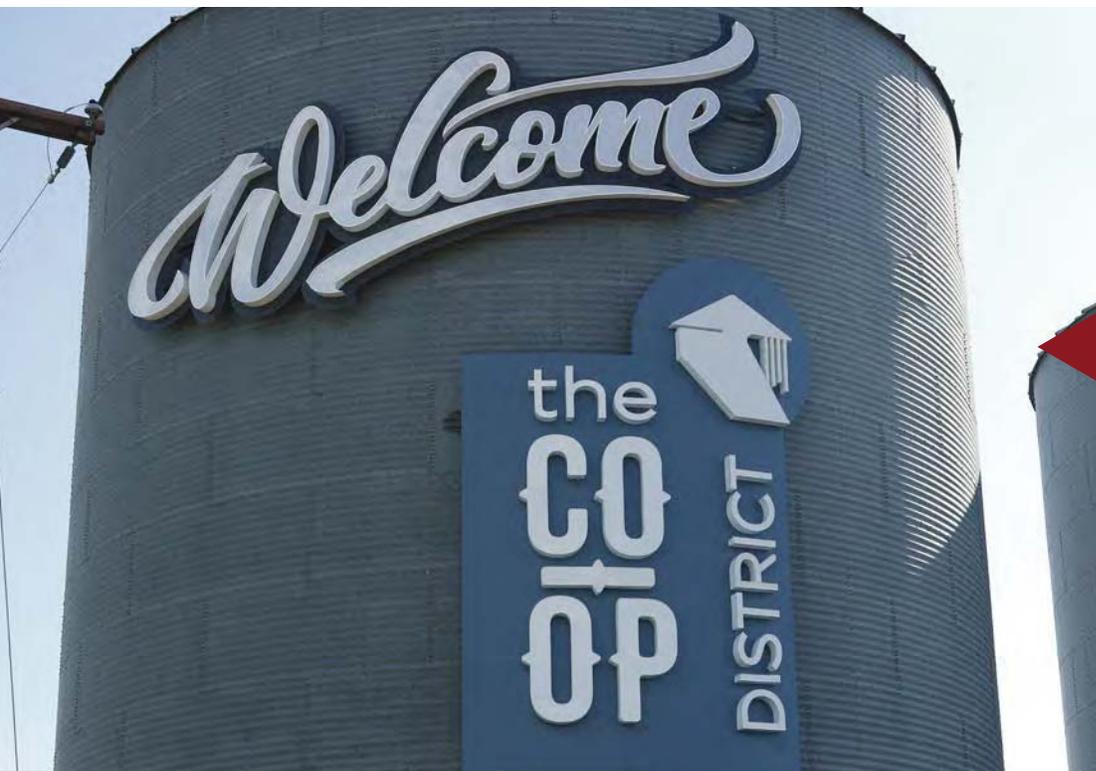
THE COMMUNITY CONTINUED

Adjacent to Downtown Hutto with direct access to US Highway 79, the new 35-acre, \$100 million master planned mixed-use lifestyle Co-Op District development will soon become the area's unique entertainment destination. When completed, it will comprise 700,000 square feet of development, anchored by the 40,000 square foot City Hall and Library Complex, and includes open piazzas, event space, a retention pond and water features. The renovated cotton gin building and original cotton silos add to the historic aesthetic of the site. The City's Bushy Creek Amphitheater, with its live performances, spectacular sunsets and some of the best food and drinks in the area, also serves as a family-friendly, affordable entertainment destination for Hutto and the surrounding communities.

Hutto ISD offers quality education to more than 6,600 students across 10 campuses, and enrollment continues to grow by nearly 300 students each year. This innovative school district provides a wide range of educational opportunities, including Early College and a Career and Technical education program. Hutto students also enjoy being part of the award-winning art, band, music, and athletic programs, as well as a nationally recognized Family Career and Community Leaders of America (FCCLA) program. The district recently became the first school district in the area to offer a full-day Head Start program. Each of the six elementary schools, two middle schools, and Hutto High School are all rated either "Recognized" or "Exemplary," and the high school mascot, the Hippo, is proudly displayed throughout town.

One of Hutto's greatest assets is the East Williamson County Higher Education Center. This innovative multi-institutional teaching center is located on 57 acres adjacent to SH-130. It houses Texas State Technical College, Temple College, and Texas A&M University - Central Texas, bringing a distinct blend of academic and technical training opportunities to the region. Additional higher education opportunities within easy commuting distance include the University of Texas at Austin, the University of Mary Hardin-Baylor, Southwestern University, St. Edwards University, and Austin Community College.

Major community employers include the Hutto Independent School District (HISD), Home Depot, Lowe's Home Improvement, and the City of Hutto. The estimated average age of Hutto's citizens is 31.3 years. The City has a median home value of \$167,622 and an average household income of \$93,000.



VISION

Hutto is a family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

RESPONSIBLE:

We expect those acting on behalf of the organization to consistently show responsibility. Being responsible entails being trustworthy to do what is in the best interest of the community and the City organization and being accountable for our own individual actions.

SAFE:

We expect those acting on behalf of the organization to consistently have a high regard for the safety of all involved, including our residents, visitors, volunteers, employees, and their property. The value of safety includes actions taken to promote the safety of the public (i.e., police services, fire services, emergency medical services and the like) as well as design of our infrastructure, operational policies, and the working conditions provided to our employees. Recognizing that some elements of the work of the City of Hutto come with a level of inherent danger, our goal is to mitigate that danger to the extent reasonable.

AUTHENTIC:

We expect those acting on behalf of the organization to act with authenticity. Hutto is a unique community with a particular history, culture and character, and being authentic entails being genuine in both words and deeds to both the individual character and the character of the community as a whole.

PROGRESSIVE:

We expect those acting on behalf of the City of Hutto to seek creative solutions to problems. Being progressive entails making use of new or different methods, opportunities, and ideas with the intention of advancing the practice or outcome farther and faster than it would under the status quo.



STRATEGIC FOCUS AREAS

- Well Balanced & Diversified Economy
- Public Safety
- Fiscal Responsibility
- Quality of Life & Services
- Infrastructure & Growth



GOVERNANCE AND ORGANIZATION

Hutto is a home rule city operating under the council-manager form of government. The City Council consists of the Mayor and six Council members, elected at-large, and serving three-year terms for a maximum of two consecutive terms. Two Council seats will be up for election in the upcoming November election. The City Council appoints both the City Attorney and a professional City Manager.

Under administrative direction of the Mayor and City Council, the City Manager leads the operations and day-to-day administration of the City. The City Manager performs the duties of Chief Administrative Officer in the administration of all services, affairs, and program of the City. The City Manager provides administrative direction and guidance to all departments, develops and administers the annual City budget, establishes and monitors internal controls and coordination of City programs, and prepares long- and short-term strategic plans to meet the organizational and development needs of the City.

The organization is comprised of approximately 135 employees who provide a full complement of municipal services. Positions reporting directly to the City Manager include the Assistant City Manager, Assistant to the City Manager, Chief Financial Officer, Human Resources Director, and Chief Development Officer. Departments within the City include: City Manager, City Secretary, City Attorney, Municipal Judge, Finance, Information Technology, Communications & Marketing, Human Resources, Development Services (including a Type-B Economic Development Corporation), Convention & Tourism, Public Works (including Water & Wastewater Treatment), and Parks, Recreation & Community Services. Fire Services is provided by the Hutto Emergency Service District.

The current 2020 Budget (excluding the EDC) totals \$27.8 million in operating expenses, approximately \$43.9 million for new capital projects, (of which more than \$39.9 million are paid for by bond proceeds), and approximately \$11.5 million for debt services associated with past and ongoing capital projects.

The City's current total ad valorem tax rate is \$ \$0.631351 per \$100 of valuation including an O&M rate of \$0.397768 and a Debt rate of \$0.233583. Standard & Poors issued Hutto an AA- rating in 2018 for \$125 million of voter-approved bonds for various streets and drainage, public safety, and parks and recreation improvements.

CHALLENGES & OPPORTUNITIES

- ▶ **Growth Management:** In 2010, Hutto's population was 14,698 and it subsequently grew more than 50% from 2010-2018, with a current population of roughly 30,000, making it one of the fastest growing cities in the nation. A candidate that has experience in managing fast-growing communities and recognizing the impact it has on community expectations and associated municipal operations is strongly desired.
- ▶ **Council Dynamics & Political Environment:** The current City Council is not politically aligned, resulting in policy disagreements and split votes on a regular basis. The City Council recognizes the impact that this environment has on the Administration, and the governing body looks to achieve consensus on the desired skills, experience and management style of the successor City Manager, and that the appointment can serve as a catalyst for improved municipal governance. As such, a candidate that is comfortable in successfully navigating day-to-day operations and helping the Council achieve consensus on highly visible policies and direction in a charged environment is strongly desired.
- ▶ **Financial Acumen:** Due to higher-than-projected spending coupled with optimistic revenue projections and the financial impact of the COVID-19 pandemic, the City laid off 48 employees in multiple departments in late March. The City Council, Interim City Manager, and Senior Staff are working through the ensuing financial challenges; however, the successor City Manager is expected to continue to develop and implement a financial response strategy to restore organizational financial stability.
- ▶ **Economic Development:** In support of the City's strategic goal to seek a well-balanced and diversified economy, the next City Manager should possess demonstrated experience in economic development, negotiations, cost-benefit analysis and leveraging public assets and desired community outcomes with private investment opportunities in industrial, commercial, retail/restaurant and residential development.



IDEAL CANDIDATE

The City of Hutto seeks an experienced municipal leader who is highly motivated, energetic, and a skilled strategic thinker to serve as its next City Manager. The ideal candidate will be of strong character and exhibit a commitment to professionalism and best management practices in municipal government.

The successful candidate will be politically astute and have demonstrated experience in communicating effectively with the City Council, and assisting the governing body in finding consensus on key issues and working effectively as a team. It will be important for the new City Manager to place a strong emphasis on promoting unity within the City Council, organization, and the community.



The organization seeks a candidate that possesses highly advanced interpersonal skills and can thrive in an environment involving a high level of citizen and business engagement in municipal matters. The selected individual will be accessible to the public, promote public outreach, and have a desire to become part of the fabric of the community. The individual should be an effective public speaker and be comfortable when communicating with individuals at all socio-economic and educational levels.

It will be important for the next City Manager to develop strategic partnerships with local, state, and federal intergovernmental agencies. The chosen candidate will be pragmatic, flexible, and adaptable while dealing with the complexities of managing city operations. The Manager will be committed to promoting interdepartmental communication and coordination, and providing outstanding customer service, both internally and externally. The chosen candidate should possess strong financial acumen and experience in long-term capital planning and budgeting skills.

The organization seeks an individual with a high level of emotional intelligence and a proactive, transparent, and collaborative management style. The ideal candidate will promote team building and model the highest level of integrity and ethics. A skilled delegator who is comfortable in managing the big picture, the selected candidate will empower and not micromanage employees. The individual should have the ability to motivate staff and build a high-performance and results-driven team. He or she will be supportive of professional development for employees and serve as a coach and mentor to staff.

The chosen candidate will have strong management and leadership skills and the ability to build a culture of trust across the organization. The individual will be approachable, even tempered and maintain a calm demeanor, even while simultaneously juggling multiple tasks and numerous high-profile initiatives. An advocate for City services and the employees who provide such services, the new City Manager should espouse servant leadership principles. The ideal candidate will have a passion for public service but maintain a work-life balance and encourage employees to do the same.

The next City Manager will be a skilled problem solver with excellent negotiation skills and a demonstrated track record of creative and entrepreneurial solutions. They will be open minded and willing to consider "outside the box" strategies to resolve community issues and challenges. The selected individual should also be an advocate for technology and understand deployment of new systems.

EDUCATION AND EXPERIENCE

A master's degree in Public Administration, Business Administration, or a related field from an accredited institution and a minimum of 10 years of municipal administration experience, including five years in a managerial or supervisory role, are required. Preference will be given to applicants who have served as City Manager or Assistant City manager in a comparable sized or larger community with similar complexities to those in the Hutto municipal organization.

An equivalent combination of education and experience that provides the required knowledge and skills may be considered. The selected candidate will be required to establish residency within the City limits or its extraterritorial jurisdiction (ETJ) within six months following appointment.



COMPENSATION AND BENEFITS

The City of Hutto offers a competitive salary commensurate with qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at the seven percent employee deposit rate with a municipal matching ratio of 2:1 and offers a full range of insurance, leave, and other benefits.



APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGROpenRecruitments>

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DouglasThomas@GovernmentResource.com
863-860-9314



To view the status of this position, please visit: <http://bit.ly/SGROpenRecruitments>

The City of Hutto is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. The selected candidate must be bondable, pass a pre-employment drug screening and/or post-offer physical exam, and secure a valid State of Texas Driver's License within a reasonable period of time following appointment.

RESOURCES

City of Hutto
www.huttotx.gov

City of Hutto Organization Chart

Hutto Chamber of Commerce
www.huttochamber.com

Hutto Economic Development Corporation
www.huttoedc.com

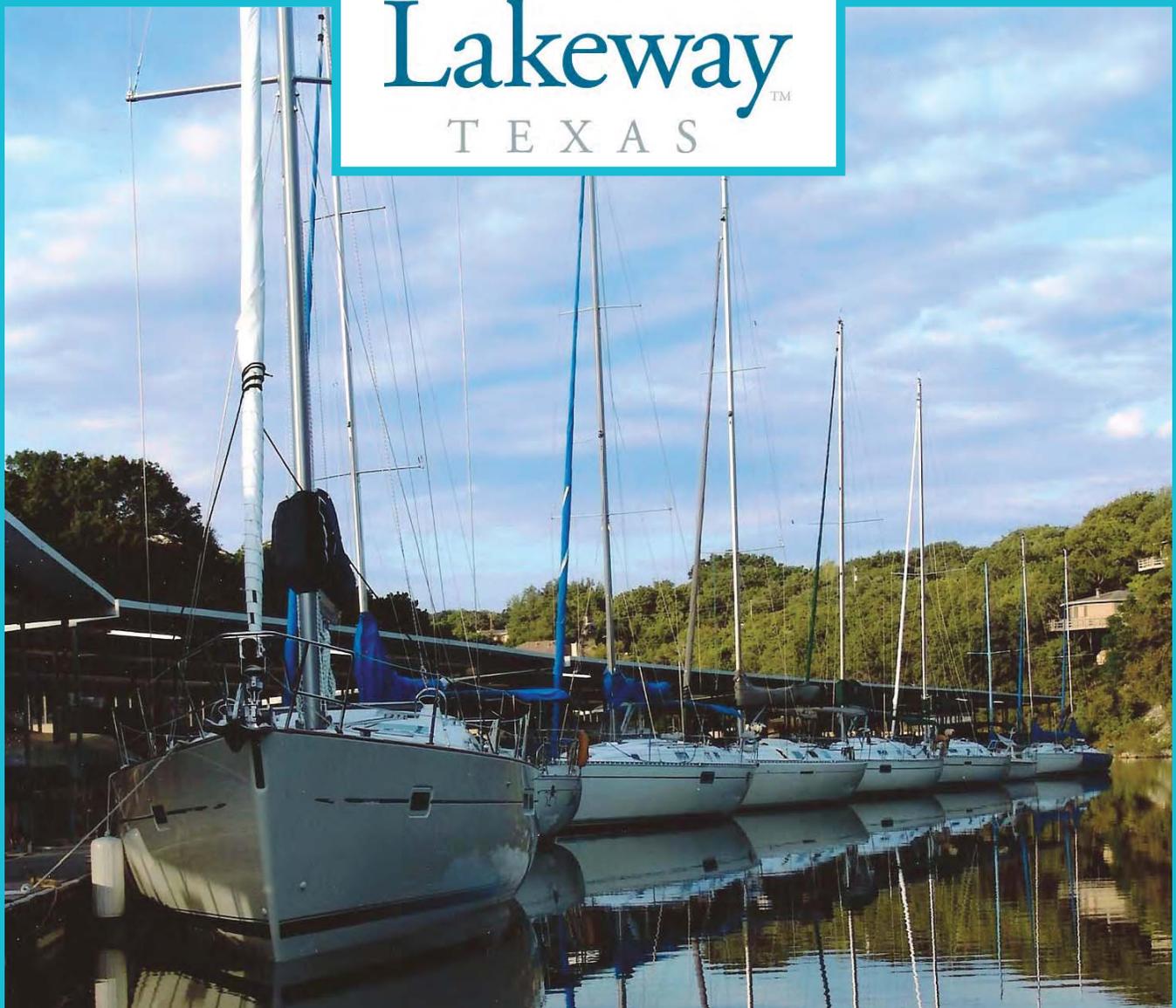
Hutto Convention & Visitor's Bureau
www.visithutto.com

FOLLOW US



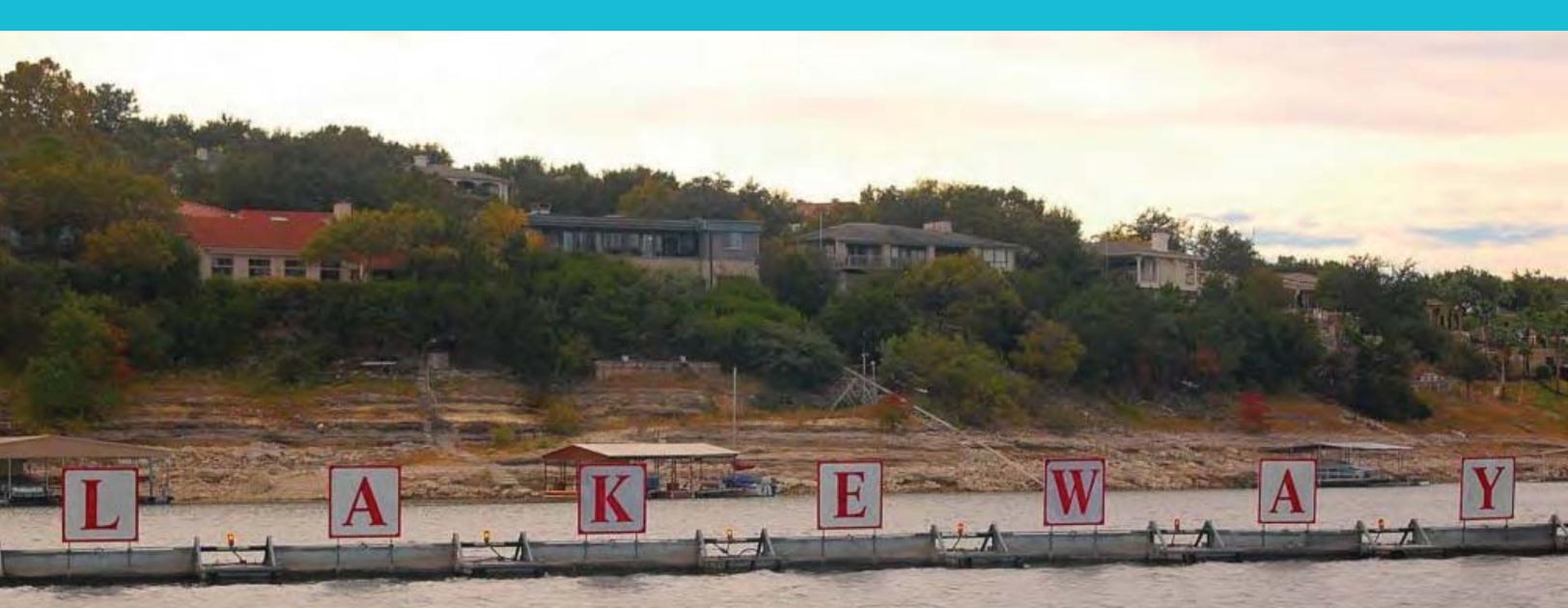


LakewayTM
T E X A S



ASSISTANT CITY MANAGER

CITY OF LAKEWAY, TX



COMMUNITY BECOMING FAMILY!

THE COMMUNITY

Nestled in the western corner of Travis County, Lakeway, Texas, is ideally situated on the south shore of Lake Travis in the scenic Texas Hill Country. Located about 25 miles west of downtown Austin, Lakeway is a resort community complete with golf courses, tennis courts, marinas, a private airport, a full-service hotel and spa, a 65-mile long lake, 100 acres of parkland and trails, and nearly 500 acres of greenbelts. It is considered one of the finest small cities in the Austin metro area and provides a soothing contrast to the big city bustle. Lakeway is a community you can choose to visit on weekends or live in full-time. The City offers a relaxing “lake lifestyle” and the opportunity to live and work where you play.

The City of Lakeway began as a retirement and second-home community. Now, families are drawn to the City’s “lake lifestyle,” award-winning parks and recreation programs and facilities, and the renowned schools of the Lake Travis Independent School District. Active empty-nesters and young professionals are attracted to the City’s natural beauty, proximity to Austin, and endless recreational activities, including tennis, golf, hiking, biking, picnicking, camping, fishing, boating, swimming, and scuba diving. Lakeway residents are active in their community and take great pride in the City and its unique history, family and social fabric, excellent schools, sound real estate values, and fiscally responsible government.

Moving forward, the City of Lakeway will lead in preserving its unequaled quality of living in a protected environment of natural resources and cultivated development secured through effective local government, cooperation with surrounding communities, robust citizen participation, and long-range planning.

Well-managed growth is the hallmark of this upscale lakeside community. With a current estimated population of 16,000, the desire is that Lakeway will continue to be a mostly residential community with high-quality services. However, redevelopment opportunities along RM 620 coupled with increased higher density housing in appropriate areas with associated retail and restaurant services are expected to generate additional property and sales tax revenues for the community. The area’s largest employers include the Lake Travis Independent School District, the Lakeway Resort and Spa, and the Baylor Scott & White Medical Center-Lakeway. Lakeway has a median household income of \$131,230 — more than twice that of the state of Texas. The estimated median housing value is \$464,100 compared to \$197,500 for Texas.



MISSION STATEMENT:

The City of Lakeway provides exemplary community service and a beautiful, healthy and safe environment while preserving our history, protecting our natural resources and enhancing quality of life.

GOVERNANCE & ORGANIZATION

Lakeway schools rank among the best in the country. Area students are served by Lake Travis ISD and more than 78% of the district's graduating students go on to college after high school. Lake Travis ISD operates one high school, three middle schools, and six elementary schools. For those seeking higher education opportunities, there are several colleges within 20 miles of Lakeway, including the University of Texas at Austin, Saint Edward's University, Austin Community College, and Concordia University.

Following adoption of their City Charter in 1990, the City of Lakeway operates as a council-manager form of government. The Mayor and six Council Members are elected officials who may serve up to two 2-year terms and act as the legislative body of the City. The City Manager reports directly to the City Council and administers the day-to-day affairs of the city, implementing the policies established by Council and ensuring that the City operates in a fiscally responsible manner. The City's primary sources of revenue are property tax, sales tax, and franchise fees. Julie Oakley was recently appointed City Manager, following her service as Assistant City Manager from 2017 - 2019, having previously served as Finance Director from 2010 - 2017.

The City provides an array of municipal services, including Administration, Finance, Human Resources, Building & Development Services, Code Enforcement, Municipal Court, Parks & Recreation, Police (including Animal Control), and Public Works (Streets, Drainage, and Brush Recycling). Water and Wastewater Utilities are provided by Municipal Utilities Districts and Travis County Water Control & Improvement District 17, with Fire Protection provided by Emergency Service Districts (ESD) #6 & #8. The Police Department also provides police dispatching service to the City of Bee Cave. The City employs approximately 118 full-time, 10 part-time, and 75 seasonal employees and operates with a General Fund budget of approximately \$15.1 million and an overall budget of approximately \$22.8 million.

VALUES:

Integrity leading to honesty, accountability, and fairness

Commitment resulting in exemplary service

Leadership demonstrated by example and service

Teamwork accomplished by open communication, respect for others, constructive humor, and collaboration

Personal Development achieved through initiative, adaptability, innovation, and continuing education

CHALLENGES & OPPORTUNITIES

- ▶ The new Assistant City Manager will provide executive leadership in support of overall City operations, coordinate various special projects, and will serve as Acting City Manager during the absence of the City Manager. Depending upon the skill set of the final candidate, the position may also provide supervision and oversight of specific municipal operations, including the Building and Development and Public Works departments.
- ▶ The City is nearing completion of its Comprehensive Plan and is preparing for an associated Thoroughfare Plan and an update to its Parks & Recreation Master Plan. The new Assistant City Manager will play a key role in the development of an enhanced Capital Improvement Plan to support the findings and recommendations in the various plans.
- ▶ The Lakeway City Council has undergone transition in recent years and there is a desire to revisit the community's long-term planning efforts through the creation of a new strategic vision, supporting goals, and development of key success measurements and operational metrics that can be tracked in a community dashboard to keep the Council and community informed of progress on key initiatives.
- ▶ The new Assistant City Manager will also be tasked with assisting the organization in undertaking operational process improvements with the goal of providing municipal services in the most responsive and cost-effective manner as possible. Experience with service delivery alternatives, succession planning, organizational development, and related staffing needs is strongly desired in the new Assistant City Manager.



IDEAL CANDIDATE

The City of Lakeway seeks a servant leader of high integrity to serve as its new Assistant City Manager. The ideal candidate will be an innovative, high energy individual who is comfortable exploring creative solutions to community issues. The selected Assistant City Manager must have experience with growth management issues and support transparency in government operations.

The chosen candidate must be an exceptional communicator with strong interpersonal skills. The Assistant City Manager must be comfortable presenting information to City Council and the community at public meetings and able to work well under pressure, in a fast-paced work environment. A candidate who can maintain a positive, productive work environment is strongly desired.

The Assistant City Manager should take a collaborative approach to management, with a focus on trust building, and will unite staff with a shared sense of purpose. The ideal candidate will possess the skills needed to develop cross-functional teams, set expectations and delegate tasks with clarity and authority, and serve as a resource to staff when needed. The selected individual will serve as a coach and mentor to department heads and build comradery among staff. Experience with organizational development, succession planning, in addition to forecasting and addressing staffing needs is essential.

The selected candidate must have excellent project management skills, with the ability to successfully manage multiple projects simultaneously. The successful candidate will have extensive knowledge of CIP budget development. Creating a culture of continuous process improvement will be important. Experience with grant submissions and administration and board/commission liaison experience is also a plus.

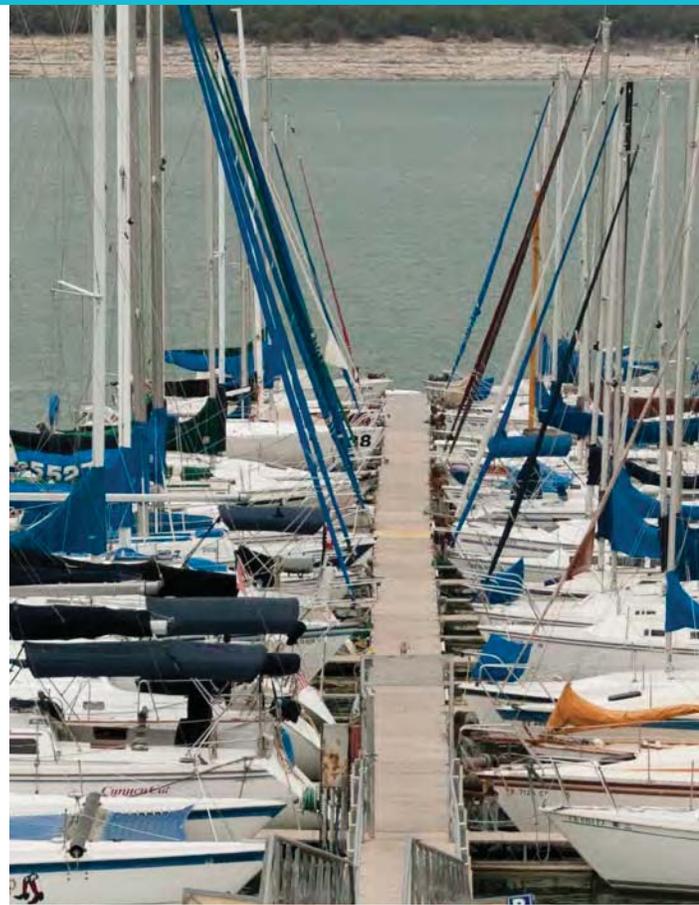


EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, or a related field. A master's degree is preferred. A minimum of seven (7) years of progressively responsible experience in municipal government management is required. Current experience serving as a City Manager, Assistant City Manager, or Department Head is preferred. Planning and development experience and AICP credentials are a plus.

COMPENSATION AND BENEFITS

The City of Lakeway offers a competitive salary, depending on qualifications and experience. In addition to a competitive salary, the City provides a generous benefits package that includes comprehensive medical, dental, vision, and life insurance, retirement (mandatory TMRS at 7%; 2 to 1), paid vacation, sick leave, and holidays.





APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGROpenRecruitments>

For more information on this position contact:

Doug Thomas, Senior Vice President

Strategic Government Resources

DouglasThomas@GovernmentResource.com

863-860-9314



The City of Lakeway is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Lakeway

www.lakeway-tx.gov

Lake Travis Chamber of Commerce

www.laketravischamber.com

Travis County

www.traviscountytexas.gov

Lake Travis ISD

www.ltidschools.org

Comprehensive Plan

www.lakeway-tx.gov/DocumentCenter/View/17431/Comprehensive-Plan

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AGENDA ITEM
City of Lago Vista

To: Mayor & City Council

Council Meeting: January 2, 2021

From: Joshua W. Ray, City Manager

Subject: Discussion, consideration and possible action related to an agreement with Kerry Sweatt for the Interim Manager selection process and direction for the Mayor to execute the contract.

Request: Business Item

Legal Document: Other

Legal Review:

EXECUTIVE SUMMARY:

City Council gave direction to Mayor Tidwell to find an interim manager for the City. Mayor Tidwell contacted Mr. Kenneth Reneau to see if he was interested in serving Lago Vista for a second term (he served as interim manager prior to the hiring of Josh Ray).

Mr. Reneau stated that he is not able to serve Lago Vista at this time.

Mayor Tidwell made contact with Kerry Sweatt to see if he would be willing to assist us again in locating an interim manager. Mr. Sweatt has agreed, should the Council choose to use his services again.

The rate for the contract is as follows:

- Current salary of the City Manager plus 30%
- Two trips per month home (mileage) or mileage if within driving distance
- Housing

Impact if Approved:

Mayor Tidwell will complete the contract with Kerry Sweatt and will bring an interim manager to Lago.

Impact if Denied:

The Council will need to determine an interim manager.

Is Funding Required? Yes No If Yes, Is it Budgeted? Yes No N/A

Indicate Funding Source:

General Fund, Administration

Suggested Motion/Recommendation/Action

Motion to - -

Motion to - -

Motion to - -

Known as:

Contract with Kerry Sweatt to locate an interim manager

Agenda Item Approved by City Manager

Joshua W. Ray

 Digitally signed by Joshua W. Ray
Date: 2020.12.28 16:48:00 -06'00'



AGENDA ITEM
City of Lago Vista

To: Mayor & City Council

Council Meeting: January 2, 2021

From: Mayor Ed Tidwell

Subject: FY21 Council Retreat Day 2

Request: Other

Legal Document: Other

Legal Review:

EXECUTIVE SUMMARY:

ORIENTATION: The FY2021 City Council has been seated following the November 2020 election.

SITUATION: The City Council will be conducting it's annual retreat for the FY2021.

MISSION: The City Council to develop and implement it's annual Strategic Plan for the mission and vision of the City of Lago Vista.

EXECUTION: The Mayor will be leading a two day retreat. Day 1 is set aside for the Council to develop their Strategic Plan. Day 2 will be held on a future date and is set aside for Council to present it's Strategic Plan to City Staff, incorporate it with the Strategic Plan developed by the City Staff, and together implement the Strategic Plan for FY2021.

ADMIN and LOGISTICS: The retreat will be held in the City Council Chambers for all City Council members that can attend in person. Social Distancing will be established and maintained. The retreat will be hosted on GoToMeeting in the same fashion City Council meetings are held in order to allow citizen viewing and participation. Council members that cannot or are not willing to meet in person will attend via GoToMeeting. The meeting will be held in an open collaboration format based on the attached outline.

COMMAND AND CONTROL: The retreat will be hosted by the Mayor.

Impact if Approved:

FY21 Strategic Plan will be developed

Impact if Denied:

FY21 Strategic Plan will not be developed.

Is Funding Required? Yes No If Yes, Is it Budgeted? Yes No N/A

Indicate Funding Source:

Suggested Motion/Recommendation/Action

Motion to - -

Motion to - -

Motion to - -

Known as:

FY21 City Council Retreat Day 2

Agenda Item Approved by City Manager

Joshua W. Ray

 Digitally signed by Joshua W. Ray
Date: 2020.12.28 16:48:00 -06'00'



City Council

Report

and

Strategic Plan

January 21, 2017

Prepared and Facilitated
By
Ron Cox Consulting



**REPORT AND STRATEGIC PLAN
CITY COUNCIL
PLANNING SESSION
January 21, 2017**

CITY OF LAGO VISTA

Introduction

On January 21, 2017, the Mayor, City Council, City Manager of the City of Lago Vista met for a planning session. The purpose of this meeting was to re-establish the governance philosophy of the City Council, and to further develop and refine a multi-year strategic plan completed in February 2014-15. This report follows the same format of the previous report in 2015.

Follow up sessions were held with the City Manager and executive staff to develop an action plan resulting from the strategies established at the planning session.

During all sessions, the Mayor, City Council members (collectively called Council) and staff freely worked together and their work was exemplary in all respects. Ron Cox facilitated the process.

Governance

The first planning session was conducted on February 6, 2014. This session did not include the Executive staff, but focused on the governance model for the Council and City Manager. The Council participated in discussions about their role together and their leadership responsibilities. Several questions were asked by the facilitator to assist them in

defining their leadership and communications philosophies and their expectations with each other and with staff.

On January 21, 2017, the facilitator noted that four of the Council members present were not on the City Council when the 2015 retreat was held. In view of that, the facilitator asked the members to answer similar questions. The purpose was twofold: To allow the new team to develop their governance philosophy, and to review the new against the old. The latter purpose validated that different generations of Council members, generally agree on their governance philosophies, but their strategies may differ.

Personal responsibility

First, they were asked to list the reasons why they serve as elected officials for the City of Lago Vista.

Why did members run for their position in Lago Vista?

- **2015 Mayor and Council members**
 - To be involved.
 - Was active on boards and commissions, first, then transitioned up to Council.
 - Was asked to run and had time to do so.
 - Was appointed to the position.
 - Recognized a need to have a long term plan.
 - In order to bring forth the views of the silent majority.
 - Had no conflict of interest; had no agenda – wanted to serve and learn the business of local government.

- **2017 Mayor and Council members**
 - For public service.
 - To represent the youth of the community and to encourage sidewalk construction (which is now underway).
 - To get involved and contribute.
 - To adjust the priorities of the Council and subsequently adjust the direction.
 - Saw frustration at the national level, and believed a better contribution could be made at the local level.
 - To help in the redirection of the Council and city.
 - Saw others taking considerable abuse, and wanted to step in (somewhat impulsively) to help.
 - To support the City Manager and her leadership.
 - To influence the future.

The group then asked to list the individual attributes they bring to and can contribute to the Council.

What are the Councils' individual attributes?

- **2015 Mayor and Council members**
 - Business and management experience; financial background.
 - Experienced in small team leadership (military and fire service) that will be helpful when working with the City Council.
 - Ability to be on and work in a team of people.
 - Worked with the Legislature, as a TxDOT employee and could bring the skills developed there to the City.
 - Creative work to build and help build the structure and organization into a workable group.
 - Ability to problem solve and negotiate a solution.
 - Process management.
 - Passionate and committed to the community.
 - Common sense.
 - Bring a broad view and different perspective to the Council.
 - Service oriented person.

- **2017 Mayor and Council members.**
 - Problem solving ability.
 - Experience in the business sector.
 - Project and process management experience.
 - Knowledge of the history of the past – applying decisions for the future accordingly.
 - Commitment to work hard.
 - Having a variety of perspectives with ability to have positive discourse.
 - Love for community to help move it in a positive direction.
 - A “fixer”.
 - Professionalism and a respect for other members of the City Council.
 - Good mix of people on this City Council – different backgrounds, diverse gender, diverse experiences.

Leadership

Discussion then centered on how the Council will utilize why they serve in Lago Vista, and what attributes they bring individually with how they will lead collectively as a group. They responded as follows.

The Council of Lago Vista will lead...

- **2015 Mayor and Council members.**
 - By and through a defined vision.
 - By communicating with others.

- By example.
 - With persuasion.
 - By being decisive and taking action.
 - With a full understanding of the issues
 - Using common sense and consensus to arrive at decisions.
 - By trusting fellow Council members.
 - By being consistent, so that all will know where you stand on a decision or issue.
 - By listening.
 - By seeking input.
 - By being responsive.
 - By being respectful.
 - By involving others where appropriate.
 - By voicing one's opinion on matters.
 - Being willing to learn and be mentored.
- **2017 Mayor and Council members**
 - By example.
 - By asking questions then listening.
 - Follow the Comprehensive Plan (now completed).
 - By being motivated and motivating others.
 - Being prepared.
 - With integrity and professionalism
 - Being open to feedback – listening.
 - Understanding the process. Know where you are going (destination/goals); be certain you can get there (testing first); Proceed (implement).
 - Must have vision for where we are going.

Communication

Council then defined how they intend to communicate with each other.

Council will communicate with citizens, Council and each other...

- **2015 Mayor and Council members**
 - Communicate the consensus of agreement made by council to others.
 - By listening first.
 - By being responsive to others requests and opinions.
 - With a 'give and take' attitude.
 - With respect for other's opinions.
 - Through our actions.
 - Being able to 'break out' to communicate.
 - Share information and opinions with each other.
 - Being careful of our body language.
 - With others in all type social situations.

- By using various communication tools – town meetings; mini-town meetings (both topically and generally addressing issues) conducted by individual council members; through Facebook, the website, the city newsletter; contacting associates, such as non-profit organizations and/or chamber of commerce.
 - Joint meetings with school, chamber of commerce and other boards and committees.
 - By being proactive, rather than reactive.
- **2017 Mayor and Council members.**
 - Open and honest – give and receive openly.
 - Be reflective.
 - Respectfully.
 - Freely.
 - Often (especially with staff).
 - Receive the information.
 - Look at each other physically when speaking at the dais.
 - Make certain everyone (Council members) is heard and is given the opportunity be heard.
 - Ask.
 - Be inclusive and participate.

Expectations

Council Expectations of each other

The Council then discussed their expectations of each other as they deliberate the city's business.

- **2015 Mayor and Council members.**
 - Listen and be respectful of each other.
 - Be prepared to discuss the matter at Council.
 - Provide feedback to others; respond to the issue.
 - Have open dialogue on issues.
 - Be truthful, even if it is hard to hear.
 - Allow for equal dialogue among all the members of Council.
 - Vote with your minds and hearts.
- **2017 Mayor and Council members.**
 - Decide with all the information, in the proper context.
 - Make certain everyone is heard.
 - Be prepared.
 - Ask staff about individual issues prior to the Council meeting.

Council Expectations of Staff

Council then developed their expectations of the City staff as follows.

- **2015 Mayor and Council members.**
 - Be nonconfrontational to the public.
 - Be customer service oriented – treating the citizens as customers.
 - Communicate issues that will help Council function better.
 - Recognize the staff are the experts
 - Rely on staff for their expertise.
 - Provide information to staff through the City Manager.
 - Enforce the rules as adopted by Council.
 - Follow the chain of command.
- **2017 Mayor and Council members.**
 - Use texting to alert Council members of communications sent by other sources or of issues they need to be aware of – rather than relying on the city email address.
 - Understand and have realistic expectations of what staff can and cannot do.
 - Give the staff the power to say “no” when appropriate.
 - Give and honor deadlines when set.
 - Tell the Council the bad news as well as the good as soon as possible.

In 2015, City Manager, Melissa Byrne-Vossmer, had been on the job for eight months. She had provided her expectations of the staff and organization and shared her expectations with Council as follows. Her expectations were reviewed at the 2017 retreat. It was noted the similarity between expectations of the Mayor and City Council and her expectations. Alignment between the two shows like thinking and the basis for better teamwork between and among Council and staff.

City Manager Expectations of Staff (provided in 2015 and reviewed in 2017)

- Be ethical in how you work.
- Be respectful and respecting of each other, other Council and elected officials.
- Treat everyone fairly and consistently.
- Be honest with each other, Council and citizens.
- Conduct yourself with transparency.
- “Close the loop” in your communications in a timely and responsive manner.
- Think long term – look at the big picture. Push down the vision and goals to others in the organization.
- Manage your people, finances and issues well.
- Provide excellent customer service.
- Continuously improve your own abilities and others in your organization – do succession planning.
- Lead by example.

- Be imaginative and creative.
- Have a positive attitude.

Staff Expectations of Council (from the Council’s perspective)

In 2015, Council was asked to think state what they believed staff’s expectations of them would be if asked. In 2017 this was not discussed due to time constraints.

- Support the staff.
- Let them do their job.
- Stick with the promises Council makes – finish what they start.
- Never approve an agreement with out staff analysis of the resources, costs and effects of that agreement.
- Provide the resources – human and capital – to do their job.
- Don’t overreact with the crises of the day.
- Allow staff ample time to complete a task.

Core Values and Guiding Principles

In 2015, Council was asked to define their core values they will use in making decisions on behalf of he city.

Council

- Ensure a secure and safe community.
- Have a vibrant community, with value on growth and amenities.
- Promote a healthy community – financially stable.
- Have an attractive community, with a clean appearance.
- Ensure a well-planned community.
- Be energetic.
- Be a caring.
- Be proactive rather than reactive.

In 2015, Utilizing the leadership philosophy, core beliefs and values, and the expectations outlined by the City Manager, the staff also prepared their Core Values and Guiding Principles they can share with citizens, Council and staff.

Staff

Core Value #1

We believe that to obtain trust and loyalty from our community and fellow employees we must:

Guiding Principles

- Treat them with respect and behave ethically at all times.

- Conduct City business with transparency, following policy, procedures, rules and regulations.
- Communicate precisely, listen carefully and provide resolution in a timely manner.

Core Value #2

We believe that we can best serve our community by being prepared for future growth.

Guiding Principles

- Take advantage of new technology, equipment and all resources available to ensure adequate and quality city services.
- Continuously improve ourselves and others in the organization through education and training.
- Remain open-minded and accepting of the changing needs of the community.

Core Value #3

We believe that we must strive to be fair and effective leaders.

Guiding Principles

- Be willing to accept feedback and criticism in a positive way.
- Lead with integrity, setting a good example, doing what needs to be done.
- Be consistent with our stated core beliefs and values.
- Communicate effectively in both listening and speaking.

Core Value #4

We believe we should be fiscally responsible.

Guiding Principles

- Budget wisely and operate within the budget.
- Remain aware that we are spending taxpayer dollars.
- Save money by using innovative thinking
- Reinforce these financial principles with the employees that we supervise.

Council Guiding Principles

In 2017 the Council began to develop their guiding principles upon which decisions would be made in the future. These are as follows.

Guiding Principles

- **Preserve the Past**
 - Honor the history of the community.
 - Honor the volunteer spirit of those who established the community.
 - Be open to and listen to the community.
 - Recommit to establishing destination opportunities that made this community what it is.

- Preserve the rural environment and beauty of Lago Vista.
- **Protect the Present**
 - Provide for infrastructure improvements to meet the needs of the citizens and provide for the future.
 - Provided needed amenities of the citizens, recognizing the changed demographics of the community.
 - Strive for economic stability.
 - Be true to the Vision.
- **Plan the future**
 - Adhere to the newly adopted Comprehensive Plan.
 - Be true to the Vision.
 - Provide for sustainable economy and economic development program.
 - Become an eco-destination, with services, businesses and recreational opportunities that are environmentally friendly and sensitive.
 - Provide for environmental sustainability.

Mayor and Council as a Team

To gain a better understanding of each other and provide more meaningful communication, the Mayor and Council participated in a personality profile assessment based on the DISC model. DISC is the acronym for an analysis of the style of behavior patterns or characteristics a person displays in both their basic personality, and in their environment (or organization). The DISC acronym stands for Dominant, Inspiring, Supportive and Cautious. The City Council participated in this assessment with a prescribed instrument, and the group viewed and discussed the results. The behavioral characteristics outlined by the Mayor and each Council member was revealing in that each person has his own style of behavior that affects the group's dynamics. The result of the discussion was a better understanding of the dynamics of the group, including how each behaves, and why they behave the way they do, how they communicate and why they communicate the way they do. Learning about these behavioral styles does not denote good or bad behavior or actions; it only allows them and others to understand that actions and reactions will occur naturally and responses to those actions and reactions can be adjusted and/or responded to accordingly. The group came to a better understanding of why these behaviors occur and how to respond to them. The group also came to a better understanding of their decision-making processes to work better together in the future. Exhibit 1 shows the basic DISC model graphically. Exhibit 2 shows a graph of the Basic Style of each member of the group. Exhibit 3 shows a graph of the Environmental Style of each member of the group.

**Exhibit 1
Model of Human Behavior**

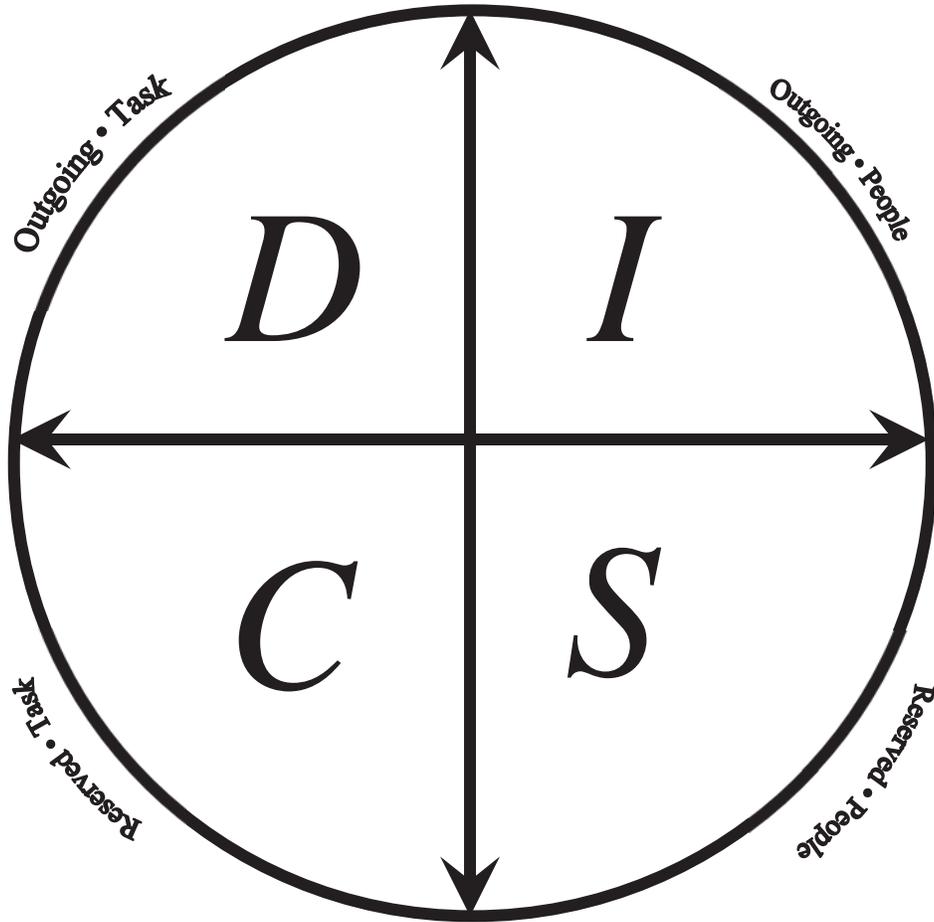


Exhibit 2 Model of Human Behavior Basic Graph

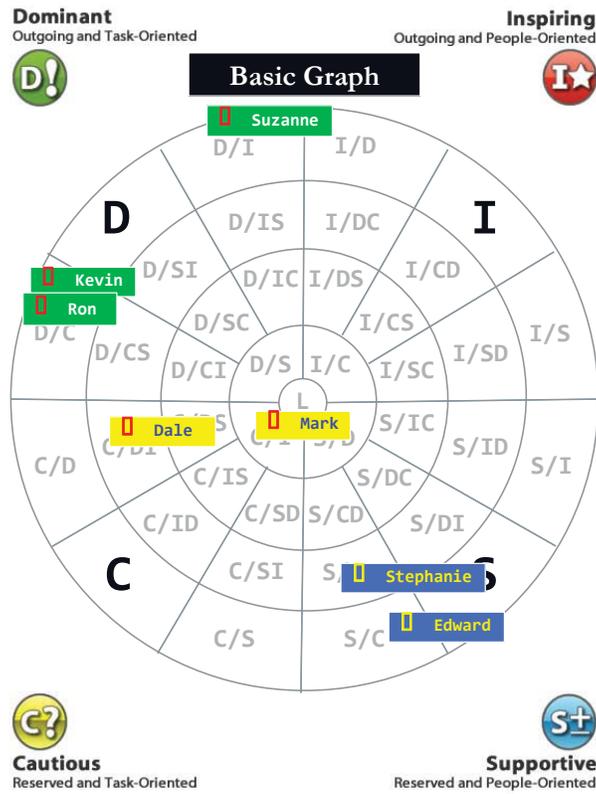
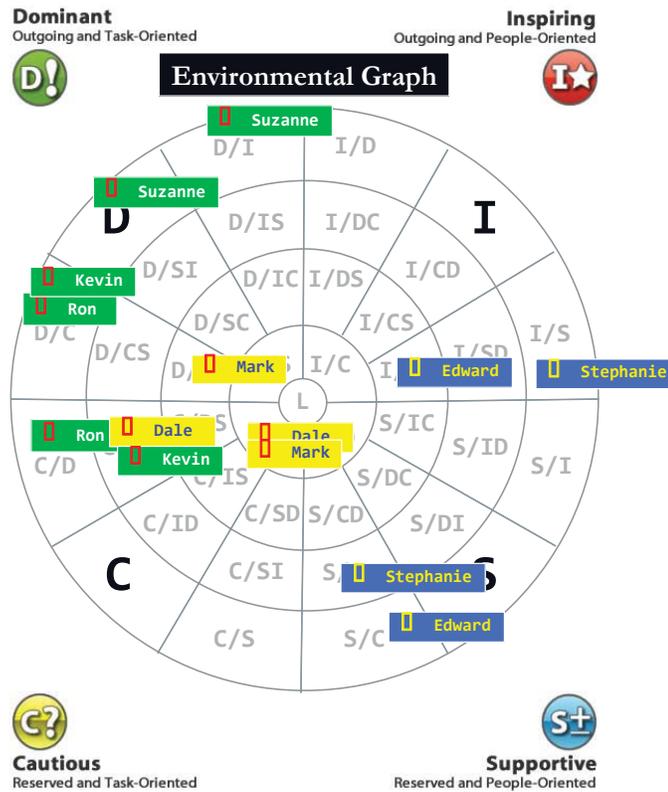


Exhibit 3 Model of Human Behavior Basic Graph



Strategic Planning

The second session of the day, included interaction with between the Mayor, Council, and City Manager.

Review and Validation of Existing Goals

Council spent some time discussing goals that had been prepared in February 2014-15. It was noted that many of the Council's goals approved at the time have been completed and all have been addressed.

Note: For purposes of this planning effort, goals are broad, strategies and measurable performance indicators. Subsequent action items may be referred to as tactics.

Issues and Challenges

The group then began to identify current issues and challenges in addition to the goals established in February 2014-15. These were categorized within the existing Areas of Emphasis as follows.

Areas of Emphasis

The weaknesses were then divided into three Areas of Emphasis as follows.

- Community and Quality of Life
- Organizational and Operational Effectiveness
- Economy and Growth

Current issues and challenges within the Areas of Emphasis are as follows. These issues and challenges will be added to the updated 2017 Strategic Plan and Implementation Plan.

- **Community and Quality of Life**
 - Emphasize the Town Hall meeting plan.
 - Particularly water and wastewater.
 - Capital Improvements Plan (CIP).
 - Provide overview of Strategic Plan.
 - Periodically survey the citizens for specific reasons – focused on specific areas.
 - Expand the communication efforts to include email blasts and other forms of communication (utilizing new communications person).
 - Define our identify and brand for communication in all areas.
 - Develop and emphasize a destination attraction for the City along with the brand.

- Recognize and build on the effectiveness of the destination attraction of early Lago Vista.
 - Develop a program to actively engage citizens to volunteer and participate in community events.
- **Organizational and Operational Effectiveness**
 - Develop an overall organization and operation plan.
 - Keep the compensation plan updated.
 - Recognize accomplishments of staff.
 - Creates a plan for adding staff and filling vacancies.
 - Includes a cost/benefit analysis for in-house versus outside contractors for completing infrastructure projects.
 - Establish a strategy for the implementation of the street plan in the CIP.
 - Address drainage needs.
 - Amend the Development Code to address drainage criteria needs.
 - Create a Drainage Master Plan.
 - Create a local transportation strategy for both long term maintenance and its funding.
 - Pursue grants available to small cities to offset O&M costs.
 - Sell Marshall's Point property.
 - Begin implementation of newly completed Parks Master Plan.
 - Improve permitting effectiveness.
 - Be more efficient and timely in processing and issuing permits.
 - Develop and delineate a clear process for
 - New development.
 - Existing expanding and re-development.
 - Enhance relationships with other governmental and area organizations including but not limited to the POA's, area cities, ISD, Chamber.
- **Economy and Growth**
 - Create an environment that encourages "in-fill" development.
 - Create opportunity for a "Town Square" in the Dawn area.
 - Attract development stimulating additional revenue streams.
 - Implement the Comprehensive Plan.
 - Have a higher priority for the creation and implementation of the annexation plan.
 - Establish a strategy to attract a hotel to Lago Vista.
 - Create economic program to encourage business and development enterprises including...
 - Developing incentive packages for business development in general and filling empty retail space as well.
 - Establishing a strategy to assist in filling vacant retail space.
 - Establishing a more robust business recruitment program.
 - Create a list of target retail providers.
 - Rezoning properties along Lohman Ford and FM 1431 to commercial
 -
 - Identify and create public access to the waterfront.

- Be proactive and deliberate about the implementation of the recently completed Airport Master Plan.
- Complete the appointment process of the Economic Development Committee.
 - Define the mission of the EDC to include
 - Retail development in general.
 - Housing development and real estate in general.
 - Light industry and commercial development.
 - Hospitality and restaurant development
- Develop and approve a long-term strategy for the golf courses, that is not a financial strain on the community, yet remains as asset to the community.

Implementation Plan

The City staff has revised the existing Implementation Plan to update and remove those items that have been accomplished, and to add the new strategies and goals to the Plan. They, again, used the following framework for the Plan.

Implementation Framework

- Team Facilitator
- Team Members
- Partners
- Action Steps
- Budget
- Timeline

Accountability

In 2015, Council determined the following accountability/reporting protocols. These protocols will be followed for the Strategic and Implementation Plans in 2017. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the Council on the status of the implementation of the adopted strategies.

Reporting is an accountability tool. It provides focus, guidance, and stability to the planning process, and allows the organization to maintain the appropriate resources, and allocate new or different resources as demand changes.

Reporting should be made to each other to hold each other accountable; to the City Manager; to the City Council; to the citizens, to show progress and timely response to needs, issues and challenges.

Reporting ensures the activities are based on established plans and goals, and provides a consistent path to success. It helps overcome the temptation to simply respond to the crises of the moment.

Finally, it provides an opportunity to learn when adjustments are needed to the plan itself and when goals are accomplished.

Reporting Protocols

- **Council**
 1. Receives periodic updates regarding various projects related to the strategic plan.
 2. Receives formal status reports twice per year, including an annual report.

- **City Manager**
 1. City Manager receives regular updates from staff at regular staff meetings on progress of assignments.
 2. City Manager receives formal quarterly updates from staff on progress of assignments.

Conclusion

The Council and staff of the City of Lago Vista worked through a strategic planning process that allowed the Council to identify strategies for moving the city forward, brought the Council leadership and staff closer together as a team, and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Strategic Plan 2017-18

**Council Planning Session
January 21, 2017**

**Adopted by Council
TBD**

**Prepared and Facilitated
By
Ron Cox Consulting**

Vision Statement
City of Lago Vista

TBD

Mission Statement (2014)

City of Lago Vista

**Provide and maintain a healthy, safe, vibrant
community, ensuring quality of life.**

Guiding Principles (Updated 2017)

- **Preserve the Past**
 - Honor the history of the community.
 - Honor the volunteer spirit of those who established the community.
 - Be open to and listen to the community.
 - Recommit to establishing destination opportunities that made this community what it is.
 - Preserve the rural environment and beauty of Lago Vista.

- **Protect the Present**
 - Provide for infrastructure improvements to meet the needs of the citizens and provide for the future.
 - Provided needed amenities of the citizens, recognizing the changed demographics of the community.
 - Strive for economic stability.
 - Be true to the Vision.

- **Plan the future**
 - Adhere to the newly adopted Comprehensive Plan.
 - Be true to the Vision.
 - Provide for sustainable economy and economic development program.
 - Become an eco-destination, with services, businesses and recreational opportunities that are environmentally friendly and sensitive.
 - Provide for environmental sustainability.

Core Values (2015)

City of Lago Vista Mayor and Council

- **Ensure a secure and safe community.**
- **Have a vibrant community, with value on growth and amenities.**
- **Promote a healthy community – financially stable.**
- **Have an attractive community, with a clean appearance.**
- **Ensure a well-planned community.**
- **Be energetic.**
- **Be caring.**
- **Be proactive rather than reactive.**

**Core Values
and
Guiding Principles**

**City of Lago Vista
Staff
(2015)**

The Core Values and Guiding Principles of the Lago Vista Council are...

Core Value #1

We believe that to obtain trust and loyalty from our community and fellow employees we must:

Guiding Principles

- Treat them with respect and behave ethically at all times.
- Conduct City business with transparency, following policy, procedures, rules and regulations.
- Communicate precisely, listen carefully and provide resolution in a timely manner.

Core Value #2

We believe that we can best serve our community by being prepared for future growth.

Guiding Principles

- Take advantage of new technology, equipment and all resources available to ensure adequate and quality city services.

- Continuously improve ourselves and others in the organization through education and training.
- Remain open-minded and accepting of the changing needs of the community.

Core Value #3

We believe that we must strive to be fair and effective leaders.

Guiding Principles

- Be willing to accept feedback and criticism in a positive way.
- Lead with integrity, setting a good example, doing what needs to be done.
- Be consistent with our stated core beliefs and values.
- Communicate effectively in both listening and speaking.

Core Value #4

We believe we should be fiscally responsible.

Guiding Principles

- Budget wisely and operate within the budget.
- Remain aware that we are spending taxpayer dollars.
- Save money by using innovative thinking
- Reinforce these financial principles with the employees that we supervise.

City Council

Leadership Philosophy

(Updated 2017)

The Council of Lago Vista will lead...

- By example.
- By asking questions then listening.
- Follow the Comprehensive Plan (now completed).
- By being motivated and motivating others.
- Being prepared.
- With integrity and professionalism
- Being open to feedback – listening.
- Understanding the process. Know where you are going (destination/goals); be certain you can get there (testing first); Proceed (implement).
- Must have vision for where we are going.

City Council

Communication Philosophy

(Updated 2017)

Council will communicate with citizens, Council and each other...

- Open and honest – give and receive openly.
- Be reflective.
- Respectfully.
- Freely.
- Often (especially with staff).
- Receive the information.
- Look at each other physically when speaking at the dais.
- Make certain everyone (Council members) is heard and is given the opportunity be heard.
- Ask.
- Be inclusive and participate.

City Council

Expectations

(updated 2017)

Expectations of Council

- Decide with all the information, in the proper context.
- Make certain everyone is heard.
- Be prepared.
- Ask staff about individual issues prior to the Council meeting.

Expectations of Staff

- Use texting to alert Council members of communications sent by other sources or of issues they need to be aware of – rather than relying on the city email address.
- Understand and have realistic expectations of what staff can and cannot do.
- Give the staff the power to say “no” when appropriate.
- Give and honor deadlines when set.
- Tell the Council the bad news as well as the good as soon as possible.

Staff Expectations of Council (from the Council’s perspective)

- Support the staff.
- Let them do their job.
- Stick with the promises Council makes – finish what they start.
- Never approve an agreement with out staff analysis of the resources, costs and effects of that agreement.
- Provide the resources – human and capital – to do their job.
- Don’t overreact with the crises of the day.
- Allow staff ample time to complete a task.

City Manager Expectations of Staff (2015)

- Be ethical in how you work.
- Be respectful and respecting of each other, other Council and elected officials.
- Treat everyone fairly and consistently.
- Be honest with each other, Council and citizens.
- Conduct yourself with transparency.
- “Close the loop” in your communications in a timely and responsive manner.
- Think long term – look at the big picture. Push down the vision and goals to others in the organization.
- Manage your people, finances and issues well.
- Provide excellent customer service.
- Continuously improve your own abilities and others in your organization – do succession planning.
- Lead by example.
- Be imaginative and creative.
- Have a positive attitude.

Staff

Leadership Philosophy

(2015)

The Staff of the City of Lago Vista will lead...

- By leading by example – at a higher level.
- With integrity
- Consistent with our stated core beliefs and values.
- With proper planning – “Plan the work/Work the plan.”
- With a willingness to do whatever needs to be done.
- By effectively communicating – both listening and speaking.
- With respect for others, and respectfully.
- By showing confidence and being confident.
- By making the right decision for the right reasons.
- By being willing to say no.
- By being consistent.
- Being willing to look at the long term.
- Being able to “cut your losses”, and regroup.
- By being willing to accept feedback and criticism and admitting when you are wrong.
- With humility.
- With courage.
- By praising others for a job well done.
- Accepting criticism in a positive way.
- Being able to apologize when needed.

Staff

Communication Philosophy

(2015)

The staff of the City of Lago Vista will communicate...

- Clearly delineate expectations to others.
- Precisely.
- In person to the extent possible (realizing limitations of working in the field, etc.)
- In a timely manner.
- Using departmental and group meetings to encourage collaboration.
- By listening first.
- Close the loop at the end of the conversation or task to ensure understanding.
- Let others know if the timeframe for accomplishment changes.

Areas of Emphasis Strategies and Goals

(Updated 2017)

Community and Quality of Life (not prioritized)

- **Develop a long-term vision for the city.** Ongoing.
 - . Create a Comprehensive Plan. Completed.
 - Conduct a City-wide survey. Continue as needed.
 - Understand and know what the whole community wants and needs.
 - Create wastewater master plan. Completed water. Wastewater underway.
 - Completed.
 - Restated. Master thoroughfare plan including a drainage plan. TBD
 - Design and build new Lohmann entrances from FM 1431. TBD
 - Airport Master Plan. Completed.
- **Develop communication strategies to provide factual information to the public.** Ongoing.
 - Expand the communication efforts (utilizing new communications person).
 - Periodically survey the citizens for specific reasons – focused on specific areas.
 - Utilize email blasts and other forms of communication.
 - Define Lago Vista’s identity and brand for communication in all areas.
 - Develop and emphasize a destination attraction for the City along with the brand.
 - Recognize and build on the effectiveness of the destination attraction of early Lago Vista.
- Educate the community about the successes, accomplishments and productivity of the City.
 - Conduct Town Hall Meetings.
 - Emphasize the Town Hall meeting plan.
 - Capital Improvements Plan (CIP).
 - Particularly water and wastewater needs.

- Provide overview of Strategic Plan.
 - Conduct mini-town meetings sponsored by individual Council members
 - Focus on topical and general subject area for these public meetings.
 - Develop and utilized Q&A handouts to address specific issues of interest.
 - Utilize the City’s newsletter, Facebook page and website to effectively communicate.
 - Restated above
 - Restated.
 - “State of the City” communication annually from the Mayor.
 - Provide a year-end written report for distribution.
 - Mayor makes an annual State of the City address.
 - Advertise events.
- **Promote beautification efforts. TBD.**
 - Survey the citizens regarding their expectations for beautification.
 - Develop a long-term beautification plan.
 - Continue code enforcement efforts.
 - Educate the public on beautification standards.
 - Standardize “Way-finding” signage and monumentation throughout the city.
- **Develop a program to actively engage citizens to volunteer and participate in community events.**
- **Enhance relationships with other governmental and area organizations including but not limited to the POA’s, area cities, ISD, Chamber. (moved from Operational and Organizational Effectiveness)**

Areas of Emphasis And Goals

Economy and Growth (not prioritized)

- **Become the City of Choice.**
 - Create activities that promote opportunities and attract business and visitors.
 - Expand infrastructure into undeveloped areas.
 - Define what Lago Vista offers to new businesses. “What is the niche?” Branding.
 - Identify and advertise the identity and brand of Lago Vista to others. “Who are we?”
- Provide opportunity for development of the old core of the City. To be restated. **Create opportunity for a “Town Square” in the Dawn area**
- **Develop and implementation of an annexation plan consistent with the Comprehensive Plan.**
- **Develop and approve a long-term strategy for the golf courses, that is not a financial strain on the community, yet remains as asset to the community.**
- **Implement the Comprehensive Plan.**
- **Establish a strategy to attract a hotel to Lago Vista.**
- **Create economic development program and strategies to encourage business and development enterprises.**
 - Developing incentive packages for business. development in general and filling empty retail space as well.
 - Establishing a strategy to assist in filling vacant retail space.

- Establishing a more robust business recruitment program.
- Create a list of target retail providers.
- Rezone properties along Lohman Ford and FM 1431 to commercial
- Create an environment that encourages “in-fill” development.
- Attract development stimulating additional revenue streams.
- **Identify and create public access to the waterfront.**
- **Be proactive and deliberate about the implementation of the recently completed Airport Master Plan.**
- **Complete the appointment process of the Economic Development Committee (EDC).**
 - Define the mission of the EDC to include
 - Retail development in general.
 - Housing development and real estate in general.
 - Light industry and commercial development.
 - Hospitality and restaurant development

Areas of Emphasis

And Goals

Organizational and Operational Effectiveness (not prioritized)

- **Be the municipal employer of choice.**
 - Develop an organizational plan that will identify the changing expectations and demands of the public as growth occurs. Ongoing.
 - Keep the compensation plan updated.
 - Recognize accomplishments of staff.
 - Create a plan for adding staff and filling vacancies.
 - Include a cost/benefit analysis for in-house versus outside contractors for completing infrastructure projects.
 - Maintain a competitive compensation and benefit plan to attract, recruit and retain quality employees. Completed, but should update regularly.
 - Develop a human resources manual. Completed.
 - Support comprehensive human resources plan that provides for compensation, education and licensing to meet regulatory authorities. Ongoing
- **Seek and maintain operational effectiveness of the City.**
 - Provide specific information on how to gain revenues in certain services that traditionally are not revenue neutral (golf courses). Ongoing.
 - Provide regular budget amendments and reports to inform Council earlier of financial issues. Ongoing.

- Provide staff recommendations on solutions and counter-measures for balancing unbalanced service areas. Ongoing
- Provide budget information on a timely basis, anticipating changes, providing alternatives. Ongoing.
- Staff support and participate in continuing education in all disciplines. Ongoing.
- **Establish a strategy for the implementation of the CIP**
 - street plan in the CIP.
 - Create a local transportation strategy for both long term maintenance and its funding.
 - Address drainage needs.
 - Amend the Development Code to address drainage criteria needs.
 - Create a Drainage Master Plan.
 - Begin implementation of newly completed Parks Master Plan.
- **Pursue grants available to small cities to offset O&M costs.**
- **Sell Marshall's Point property.**
- **Improve permitting effectiveness.**
 - Be more efficient and timely in processing and issuing permits.
 - Develop and delineate a clear process for
 - New development.
 - Existing expanding and re-development.

**City of Lago Vista
2014-15 Strategic Plan
Community and Quality of Life**

Strategy #1: Develop a long-term vision for the City				
Goals (Priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Conduct Bi-annual Council planning sessions	<ul style="list-style-type: none"> • Winter planning session • Spring Budget planning session 	\$5,000	Feb. '18	Jan. '17
		\$5,000	Aug. '15	
Goal #2: Complete Comprehensive Plan	<ul style="list-style-type: none"> • RFQ's – select consultant • Council reviews and contracts with consultant • Beginning planning process – 6-9 mo. 	\$150,000	FY '16	Complete
Goal #3: Establish a 5-year budget planning process	<ul style="list-style-type: none"> • Complete 5-year rate study • Incorporate 5-year CIP into budget • Implement 3-year Comp Plan goals • Implement annual strategic Council goals 	\$0	FY '17	Ongoing
Goal #4: Create Water Master Plan	<ul style="list-style-type: none"> • Select consultant • Complete plan 	\$TBD	FY 16	Complete
Goal #5: Create Wastewater Master Plan	<ul style="list-style-type: none"> • Select consultant • Complete Plan 	\$100,000	FY '18	Ongoing
Goal #6: Develop a Parks Master Plan	<ul style="list-style-type: none"> • Develop in association with Comprehensive Plan 		FY '16	Complete
Goal #7: Develop Master Thoroughfare Plan, including drainage	<ul style="list-style-type: none"> • Implement a Street Assessment Program • Comp Plan completed • Proceed with implementation of 		FY '16	Complete
			FY '18	

	Street Assessment Program			
Goal #8: Design and construct new Lohman St. Entrance signage at FM 1431	<ul style="list-style-type: none"> • Location and design under consideration 	\$70,000	FY '19	
Goal #9: Complete Airport Master Plan	<ul style="list-style-type: none"> • 		FY '16	Complete

**City of Lago Vista
2014-15 Strategic Plan
Community and Quality of Life**

Strategy #2: Develop a communication Strategy

Goals (Priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Conduct a City-Wide Survey	<ul style="list-style-type: none"> • Define the audience • Prepare tool • Determine distribution methods • Distribute survey • Utilize Comp Plan process for distribution process • Analyze results • Develop action plan based on results 	TBD	FY '17	Complete Continue as needed
Goal #2: Manage City newsletter and website	<ul style="list-style-type: none"> • Newsletter – revise formatting 	\$10,000	Ongoing	Complete
	<ul style="list-style-type: none"> • Website – revision underway 	\$15,000	Ongoing	Ongoing
Goal #3: Strengthen School relationship	<ul style="list-style-type: none"> • Partner with library activities • Develop relationship between CM and Supt. • Have regular leadership meetings • Continue Safe School Routes sidewalk program 	\$0	Jan. '15 FY '17	Ongoing
Goal #4: Enhance relationships with other governmental and area organizations.	<ul style="list-style-type: none"> • Develop relationships with POA's, area cities, ISD, Chamber of Commerce, Travis County, CAPCO, Balcones. 		FY '18-19	
Goal #5: Provide year-end Report	<ul style="list-style-type: none"> • CM Prepare with annual 	\$0	Feb. '17	Ongoing

	<p>accomplishments and current FY accomplishments</p> <ul style="list-style-type: none"> • Publish with Council and on website • Report in Mayor’s State of the City address • Focus on Council goals, guiding principles and values. • 			
Goal #6: Share citizen comments with CM and Council	<ul style="list-style-type: none"> • Provide Council with citizen service requests and responses in a timely manner 	\$0	FY ‘17	Complete
Goal #7: Expand Communication Efforts.	<ul style="list-style-type: none"> • Utilize new Communications Specialist • Periodically survey the citizens focused on specific areas of concern. • Utilize email blasts and other forms of communication. 		FY ‘17	Ongoing
Goal #8: Define Lago Vista’s identity and brand and develop a destination attraction for the City (Combined Goals #8 and #9 from earlier plan)	<ul style="list-style-type: none"> • Needs further discussion with Council to define Improve infrastructure to receive attraction. • Develop a plan for becoming a destination attraction. • Develop a brand and communication package • Implement methods to market the plan. • Recognize and build on the effectiveness of Lago Vista as a destination attraction, consistent with early Lago Vista.level of priority 	TBD	FY ’19-20	

**City of Lago Vista
2014-15 Strategic Plan
Community and Quality of Life**

Strategy #4: Educate the community about the successes, accomplishments and productivity of the City.

Goals (Priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Utilize all media to get information to citizens	<ul style="list-style-type: none"> • Utilize newsletter and website • Develop Facebook and You Tube presence • Do media releases for newspaper 	TBD	Ongoing	Ongoing
Goal #2: Conduct Town Hall meetings as needed	<ul style="list-style-type: none"> • Determine frequency, of meetings • Determine focus and content for each meeting. <ul style="list-style-type: none"> ○ CIP. ○ Water and Wastewater needs. ○ Overview of Strategic Plan. • Develop a “State of the City” address annually for Mayor. 	TBD	Ongoing	Ongoing

**City of Lago Vista
2014-15 Strategic Plan
Community and Quality of Life**

Strategy #5: Establish a strategy for beautification of the City

Goals (Priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Survey the Citizens	<ul style="list-style-type: none"> • Conduct a citywide survey to determine the citizens needs and wants relative to beautification. 	TBD	FY '18-19	
Goal #2: Develop a long-term plan for beautification	<ul style="list-style-type: none"> • Review results of survey • Develop plan related to needs identified in survey. 	-0-	FY '18-19	
Goal #3: Continue code enforcement	<ul style="list-style-type: none"> • Continue the code enforcement efforts based on results of survey. • Continue FireWise notifications throughout the City. 	-0-	FY '18-19	Ongoing
Goal #4: Education the citizens on beautification standards	<ul style="list-style-type: none"> • Determine standards based on survey. • Identify different standards for beautification appropriate for the area. • Develop education program. • Recognize and express appreciation to other agencies responsible for beautification – KLVB, Lions Club, etc. 	TBD	FY '18-19	
Goal #5: Standardize “Way finding” signage throughout the city.	<ul style="list-style-type: none"> • Assess needs and locations for signage • Determine standardized signs 	TBD	FY '20	

	<ul style="list-style-type: none">• Implement sign program			

**City of Lago Vista
2014-15 Strategic Plan
Community and Quality of Life**

Strategy #6: Develop a program to actively engage volunteers and participation in community events.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Incorporate all event volunteers under the revised July 4th committee structure.	<ul style="list-style-type: none"> TBD with more direction from the City Council 		'17	
Goal #2: Create a volunteer application on the website and newsletter	<ul style="list-style-type: none"> TBD 		'17	
Goal #3: Coordinate volunteers with projects/events.	<ul style="list-style-type: none"> TBD 		'18	

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #1: Become the city of choice				
Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Create activities that promote opportunities and attract business and visitors	<ul style="list-style-type: none"> • Expand infrastructure into undeveloped areas. • Define what Lago Vista has to offer to new businesses. “What is the niche?” • Provide additional information on infrastructure capacities to potential businesses. • 	TBD	TBD	2020

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #2: Create opportunity for a “Town Square” in the Dawn St. area.

Goals (Priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Expand utilities where appropriate	<ul style="list-style-type: none"> • Determine current gaps in utilities • Place projects in CIP for funding and construction • Implement CIP water improvements 	\$3M		Complete
				Ongoing
Goal #2: Work with POAs for lot consolidation where appropriate	<ul style="list-style-type: none"> • Meet with POA representatives on concept of lot consolidation • Identify lots that can be consolidated and determine financial loss to POAs (assuming success in first step) • Negotiate lot consolidation 	TBD	FY 18	Ongoing
Goal #3: Improve Veterans Memorial Park	<ul style="list-style-type: none"> • Complete plans • Implement construction with CIP and donations 	\$80,000 total	FY 18	ongoing

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #3: Attract more revenue streams

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Create strategies to encourage business and housing development enterprises. Restated from 2015 to encompass 2017.	<ul style="list-style-type: none"> • Conduct Retail Market Analysis <ul style="list-style-type: none"> ○ Utilize Buxton Corp. to determine retail gaps ○ Establish plan of action to close gaps 	\$50,000 each year	FY 15-17	Complete
	<ul style="list-style-type: none"> • Review and revise incentives <ul style="list-style-type: none"> ○ Review existing incentives ○ Revise existing where appropriate ○ Consider additional incentives to the tool box 			
	<ul style="list-style-type: none"> • Review and revise fees <ul style="list-style-type: none"> ○ Conduct 5 yr. rate study ○ Implement changes as appropriate 	Ongoing	FY '17	Ongoing
	<ul style="list-style-type: none"> • Develop needed zoning changes <ul style="list-style-type: none"> ○ Analyze current zoning as part of Comprehensive Plan ○ Make changes as appropriate 	Part of Comp Plan Budget	FY 17	Ongoing
	<ul style="list-style-type: none"> • Utilize Buxton Report. 		FY '18	Ongoing

	<ul style="list-style-type: none"> • Establish strategy to assist filling vacant retail space. • Establish a more robust business recruitment program. • Create target retail provider list. • Create environment that encourages “in-fill” development. <ul style="list-style-type: none"> ○ Establish a pilot program to extend water and sewer (38 lots) 			
Goal #2: Create an Annexation Plan	<ul style="list-style-type: none"> ○ To be done with Comprehensive Plan ○ Establish detailed timeline for annexations outlined in Comprehensive Plan ○ Implement Annexation Plan ○ 	Part of Comp Plan	FY '17-18	ongoing
Goal #3: Implement the Airport Master Plan Move down to strategy #7 below	<ul style="list-style-type: none"> • Purchase available acreage • Utilize Aviation consultant • Focus on AMP goals and objectives and CIP 		FY 17-26	ongoing

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #4: Develop and approve a long-term strategy for the golf courses, that is not a financial strain on the community, yet remains an asset to the community.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Prepare economic impact analysis of the courses	<ul style="list-style-type: none"> • Completed 		FY 17	Complete
Goal #2: Prepare financial value of use of reclaimed water to the city	<ul style="list-style-type: none"> • TBD 		FY 17	Complete
Goal #3: Analyze the value of the courses to the community	<ul style="list-style-type: none"> • TBD 		FY 18	
Goal #4: Make low cost impact improvements to turf quality and course.	<ul style="list-style-type: none"> • Improve turf • Improve facilities • Sponsor donations for T Box markers. 		FY 17	Ongoing
Goal #5: Determine long-term strategy based on findings.	<ul style="list-style-type: none"> • TBD 			

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #5: Establish a strategy to attract a hotel to Lago Vista.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Prepare hotel feasibility study	• TBD		FY 17	Completed
Goal #2: Identify locations	• TBD		TBD	
Goal #3: Establish a direction based on study.	• TBD		TBD	

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #6: Identify and create public access to the water front.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Comprehensive Plan Parks and Recreation Element has identified potential locations.	<ul style="list-style-type: none"> • Review feasibility of potential locations 		FY 18	
Goal #2: Pursue identified locations for acquisition and development.	<ul style="list-style-type: none"> • Acquire land 		FY '19	
Goal #3: Work with POA for public access locations for non POA residents.	<ul style="list-style-type: none"> • 			Ongoing

**City of Lago Vista
2014-15 Strategic Plan
Economy and Growth**

Strategy #7: Complete the appointment process of the Economic Development Committee.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: TBD with New CM.	•			
Goal #2:	•			

**City of Lago Vista
2014-15 Strategic Plan
Organizational and Operational Effectiveness**

Strategy #1: Be the municipal employer of choice.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Develop an organizational plan that will identify the changing expectations and demands of the public as growth occurs.	<ul style="list-style-type: none"> ● Conduct Town Hall Meetings <ul style="list-style-type: none"> ○ Determine frequency, of meetings ○ Determine focus and content for each meeting 	TBD		Ongoing
	<ul style="list-style-type: none"> ● Conduct survey (with Comp Plan) <ul style="list-style-type: none"> ○ Define the audience ○ Prepare tool ○ Determine distribution methods ○ Distribute survey ○ Utilize Comp Plan process for distribution process ○ Analyze results ○ Develop action plan based on results 	TBD with Comp Plan	Ongoing	Complete
	<ul style="list-style-type: none"> ● Continue Council planning process. <ul style="list-style-type: none"> ○ Winter planning session 			
	<ul style="list-style-type: none"> ● Respond to and act on Council requests in a timely manner. <ul style="list-style-type: none"> ○ Develop goal for reasonable response time 	-0-	Ongoing	

	<ul style="list-style-type: none"> ○ Develop plan for responding ○ Develop plan for providing information to Council in a timely manner ● Make changes to organizational structure as appropriate to meet changing demands. <ul style="list-style-type: none"> ○ Determine organizational needs based on survey, town hall meeting and council planning sessions. ○ Restructure organization as appropriate, either moving or adding people as approved in the budgetary process. ● Complete an employee compensation plan ● Complete a human resource manual ● Develop a Comprehensive Human Resource Plan that provides for compensation, education and licensing. 	TBD	Ongoing	
		\$?	Ongoing	Complete and begin process again. Complete
			FY 18	
Goal #2: Seek and Maintain operational effectiveness	<ul style="list-style-type: none"> ● Maintain staff effectiveness <ul style="list-style-type: none"> ○ Support and participate in continuing education at all 	TBD	Ongoing	

**City of Lago Vista
2014-15 Strategic Plan
Organizational and Operational Effectiveness**

Strategy #2: Establish a strategy for implementation of the CIP.

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Implement the street plan	<ul style="list-style-type: none"> Establish a transportation strategy for both long term maintenance and its funding (Capital area transit) 		Ongoing	Ongoing
Goal #2: Address drainage needs.	<ul style="list-style-type: none"> Create a Master Drainage Plan Amend the Development Code to address drainage criteria needs. 		FY 19 FY 20	
Goal #3: Begin implementation of the Parks Master Plan	<ul style="list-style-type: none"> Obtain Council approval of the Plan. Begin implementation of identified goals and strategies 		FY 18 FY 18	

**City of Lago Vista
2014-15 Strategic Plan
Organizational and Operational Effectiveness**

Strategy #3: Pursue grants available to small cities to offset O&M costs.				
Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Identify sources of grants for small cities	•		FY 18	
Goal #2: Analyze applicability of grants to the City	•		TBD	
Goal #3: Apply for grants.	<ul style="list-style-type: none"> • Library – e-Rate reimbursement for IT costs. • PD – Victims services grant; ballistic vests grants • TxDOT grants for airport and safe routes to schools. 		FY 17 and following	

**City of Lago Vista
2014-15 Strategic Plan
Organizational and Operational Effectiveness**

Strategy #4: Sell Marshall's Point property

Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Actively market property	•		FY 17	Ongoing
Goal #2: Short Term rentals for revenue until sold	•		FY 17	Ongoing

**City of Lago Vista
2014-15 Strategic Plan
Organizational and Operational Effectiveness**

Strategy #5: Improve permitting effectiveness.				
Strategic Initiative (priority order)	Action Steps	Budget	Timeline	Status
Goal #1: Improve efficiency and timeliness in process	<ul style="list-style-type: none"> • Code changes have been completed addressing timelines. • Established deadlines and clear responsibility 		FY 17	Ongoing
Goal #2: Develop and delineate a clear process.	<ul style="list-style-type: none"> • Establish a clear written process for new development. • Establish a clear written process for expanding and redevelopment. 		FY 18	Ongoing

**CITY OF LAGO VISTA
ORDINANCE NO. 18-09-20-04**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAGO VISTA, TEXAS AMENDING CHAPTER 1, GENERAL PROVISIONS, OF THE LAGO VISTA CODE OF ORDINANCES TO PROVIDE CITY COUNCIL RULES OF PROCEDURE AND TO APPLY THE RULES OF PROCEDURE TO COMMISSIONS, BOARDS, AND ADVISORY COMMITTEES; PROVIDING FOR SEVERABILITY; PROVIDING FOR PENALTIES; PROVIDING FOR A REPEALER; PROVIDING FOR PUBLICATION; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, pursuant to Texas Local Government Code Section 51.001, the City has general authority to adopt an ordinance or police regulation that is for the good government, peace or order of the City and is necessary or proper for carrying out a power granted by to the City; and

WHEREAS, Article III, Section 3.13 of the City Charter of Lago Vista, Texas requires the City Council to establish by ordinance its procedures for conducting Council meetings; and

WHEREAS, the City Council of the City of Lago Vista (City Council) desires to adopt City Council Rules of Procedure by amending Chapter 1, General Provisions, Division 3, Meetings, of the Lago Vista Code of Ordinances and;

WHEREAS, the City Council desires these Rules of Procedure apply to City Commissions, Boards and Advisory Committees; and

WHEREAS, the City Council finds that it is necessary and proper for the good government, peace or order of the City to adopt an ordinance establishing Rules of Procedure.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the Lago Vista:

I. FINDINGS OF FACT

All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council, and are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

II. ENACTMENT

Chapter 1, Article 1300, Division 3, Section 1.331 of the Lago Vista Code of Ordinances is hereby amended and after such amendment, shall read in accordance with *Attachment "A"*, which is attached hereto and incorporated into this Ordinance for all intents and purposes.

III. APPLICATION TO COMMISSIONS, BOARDS AND ADVISORY COMMITTEES

Chapter 1, Article 1300, Division 3, and Section 1.332 shall be amended to read as follows:

The Council Rules of Procedure, "Attachment A", shall apply to City Commissions, Boards and Advisory Committees.

IV. PENALTY

Any person, firm or corporation violating any of the provisions or terms of this ordinance or of the Code of Ordinances as amended hereby, shall be subject to the same penalty as provided for in the Code of Ordinances, Sec. 1.109, General Penalty for Violations of Code; Continuing Violations of the City of Lago Vista, and upon conviction shall be punished by a fine not to exceed Five Hundred Dollars (\$500.00) for each offense.

If the governing body of the City of Lago Vista determines that a violation of this Ordinance has occurred, the City of Lago Vista may bring suit in district court to enjoin the person, firm, partnership, corporation, or association from engaging in the prohibited activity.

V. REPEALER

Sections 1.333 and 1.334 of the Lago Vista Code of Ordinances are hereby repealed.

Section 1.1803(b) (3) is amended to read as follows:

In keeping with current case law, when a member of the city council has a substantial interest in business or in real property which is affected by a proposed city council action and such member is required to abstain from voting on such matter after filing his or her affidavit of disclosure, such abstention shall count as a ineligibility for that matter only and the number of votes required for passage of such matter shall be reduced by the number of ineligible members. In instances where a supermajority of the members of the governing body is required for passage, such supermajority number or fraction shall be established by Section 3.7 of the Lago Vista Rules of Procedure.

All ordinances, or parts thereof, that are in conflict or inconsistent with any provision of this Ordinance are hereby repealed to the extent of such conflict, and the provisions of this Ordinance shall be and remain controlling as to the matters regulated, herein.

VI. SEVERABILITY

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs and sections of this Ordinance be severable. If any phrase, clause, sentence, paragraph or section of this Ordinance shall be declared unconstitutional or *ultra vires* by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality or illegality shall not affect any of the remaining phrases, clauses, sentences, paragraphs or sections of this Ordinance, and the remainder of this Ordinance shall be enforced as written.

VII. PROPER NOTICE AND MEETING

It is hereby officially found and determined that the meeting at which this Ordinance was passed was open to the public as required and that public notice of the time, place and purpose of said meeting was given as required by the Open Meetings Act, Chapter 551 of the Texas Government Code.

VIII. PUBLICATION

The City Secretary of the City of Lago Vista is hereby directed to publish in the Official Newspaper of the City of Lago Vista the Caption, and Effective Date Clause of this Ordinance as required by Section 52.013 of the Local Government Code.

IX. EFFECTIVE DATE

This Ordinance shall be and become effective immediately upon and after its passage and publication as provided by law.

PASSED AND APPROVED on this the 20th day of September 2018 by a vote of 7 ayes, 0 nays, and 0 abstentions of the City Council of the City of Lago Vista, Texas.

ATTEST:

By: Sandra Barton
Sandra Barton, City Secretary



CITY OF LAGO VISTA, TEXAS

By: Ed Tidwell
Ed Tidwell, Mayor

RULES OF PROCEDURE

FOR THE CITY COUNCIL, COMMISSIONS, BOARDS, AND ADVISORY COMMITTEES OF THE CITY OF LAGO VISTA, TEXAS



Adopted: 2018

Sources Include: Robert's Rules of Order, Rosenberg's Rules of Order, National Association of Parliamentarians, and the Texas Cities of Bellaire, Huntsville, Kerrville, Killeen, Murphy, West University Place, and Weatherford.

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ARTICLE 1. AUTHORITY, APPLICABILITY, AMENDMENT, AND ANNUAL REVIEW

1.1 Authority.

Article III, Section 13 of the City Charter of the City of Lago Vista, Texas grants the City Council the right to determine its own rules of procedure; the following rules are enumerated under and by authority of said provision.

1.2 Applicability.

The rules of procedure adopted by the City Council are applicable not only to the City Council, but also to the commissions, boards, and committees of the City of Lago Vista, in accordance with the Charter. Any reference to Mayor also applies to the Presiding Officer of a Commission, Board, or Committee of the City of Lago Vista. Any reference to City Council also applies to any Commission, Board, or Committee. Decisions made by state-mandated Boards and Commissions, like those of City Council, may require a super-majority vote.

1.3 Amendment.

These rules may be amended, or new rules adopted, by a majority vote of the members of the City Council present.

1.4 Annual Review.

Following the municipal elections each year, Council may review these rules of procedure, make changes as appropriate, and adopt their own rules of procedure in accordance with the Charter. In the event no annual review occurs, the standing rules of procedure continue in effect. This does not limit the Council's right and ability to amend the rules at any other time during the year, in accordance with the Charter.

ARTICLE 2. GENERAL RULES OF PROCEDURE AND POLICIES

2.1 Construction of Authority.

The construction of authority in all matters associated with the meetings and activities of the City Council, including the agenda, shall be: (1) the U.S. Constitution and statues of the United States of America; (2) The Texas Constitution and statues of the State of Texas; (3) the City Charter; (4) the Code of Ordinances of the City of Lago Vista, Texas; (5) these rules; and, (6) Rosenberg's Rules of Order as amended and set forth herein.

2.2 Meetings Shall Be Public.

All meetings of the City Council shall be public, and notices thereof shall be posted as provided under the Texas Government Code, Chapter 551, Open Meetings Act. Except in the case of an emergency meeting, notice of all meetings shall be given 72 hours before the time set for any meeting.

The Lago Vista City Hall is wheelchair accessible and special parking is available on the East side of the building. If special accommodations are required, please contact the city secretary a minimum of 24 hours in advance at (512) 267-1155.

2.3 Conduct of Meetings.

Meetings of the City Council shall be conducted according to the rules adopted by the City Council, as well as the terms and provisions of Rosenberg’s Rules of Order as amended herein and when not inconsistent with these rules.

2.4 Regular Meetings.

Regular meetings of the City Council shall be on the first and third Thursday of each month at 6:30 p.m. in Council Chambers. Work sessions and executive sessions will be held after the regular session unless a reason necessitates they be held prior to the regular session. The City Council may, by majority vote at a regular meeting, change the days or times of meetings as circumstances may necessitate.

2.5 Special/Town Hall Meetings.

Special meetings of the City Council may be called upon request of the Mayor, City Manager or two members of the City Council then seated. A request for a special meeting shall be filed with the City Secretary or the City Manager in written/electronic format unless made at a regular meeting at which a quorum of council members is present. The City Manager and all Council Members shall be notified of all special meetings.

2.6 Emergency Meetings.

In case of an emergency or urgent public necessity, which shall be expressed in the meeting notice, it shall be sufficient if members receive, and notice is posted two (2) hours before the meeting is convened. Notice shall be provided also to the media in accordance with the Texas Government Code, Section 551.047.

2.7 Work Sessions.

Work sessions are special meetings called for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the City Council.

2.8 Executive Sessions.

Executive sessions are sessions closed to the public. They are only permitted for the purpose of discussing matters enumerated in Chapter 551, Open Meetings Act of the Texas Government Code. Disclosure of topics to be discussed shall be made to the public in accordance with the requirements of the Open Meetings Act.

The City Council can retire into an executive session as stated on a posted agenda during a regular or special meeting. However, before said session begins, the presiding officer shall announce that the executive session is commencing. The order in which an executive session may appear on the agenda is subject to the discretion of the City Council. A certified agenda of the meeting will be created by the presiding officer or his or her designee, sealed and permanently kept in accordance with state law,

subject to opening by court order. No voting or action shall be taken by the City Council during an executive session. No other subject but that posted on the agenda is to be considered. Adjournment of the executive session and any vote needed shall be made during the open public meeting.

Items discussed in executive session are to remain private. Except for action taken in open session, no Council Member, staff member or legal counsel may discuss or reveal the proceedings of an executive session. Section 551.146 of the Texas Government Code makes such an act a **class B misdemeanor** and opens the person who reveals such information personally liable for any damages resulting from such action.

2.9 Recessed Meetings.

No meeting shall be recessed for a longer period of time than until the next regular meeting except when required information has not been received, or, in the case of work sessions or special meetings, to a date certain by motion duly passed.

2.10 Quorum.

The number of members of the City Council that shall constitute a quorum for the conduct of business shall be in accordance with the city charter.

2.11 Conflict of Interest.

Rules governing a City Council member's ability to vote when a conflict of interest exists shall be governed by the city charter.

2.12 Presiding Officer.

Rules governing the presiding officer are defined in the city charter.

The Presiding Officer shall serve as the chair of all meetings and shall make final rulings on all questions pertaining to these rules. All decisions of the Presiding Officer are final unless overruled by the City Council through a motion to appeal as described in Article 3.9 – Courtesy, Decorum and Order of these rules.

The Presiding Officer is entitled to participate in the discussion and debate, and is entitled to vote on all business before the City Council. Because the Presiding Officer conducts the meeting, it is common courtesy for the chair to take a less active role than other members of the City Council in debates and discussions. This practice in no way precludes the presiding officer from participating in the meeting fully and freely.

The Presiding Officer of boards and commissions shall be the person selected according to the rules defined in the appropriate instantiating ordinance and powers invested in that presiding officer will also be defined in that same ordinance.

2.13 Minutes of Meetings.

The City Secretary shall keep an account of all proceedings of the City Council and they shall be open to public inspection in accordance with the laws of the State of Texas.

2.14 Suspension and Amendment of Rules.

Any provisions of these rules not governed by federal, state law or the City Charter may be temporarily suspended by a super majority vote (see Article 3.7 of these rules) of the City Council and may be amended in a similar fashion if such amendment was introduced at the previous regular meeting of the City Council and shall have received preliminary approval of the City Council at such meeting. For the purpose of this section, preliminary approval shall mean a motion and a second with a majority vote to preliminarily approve the amendment.

ARTICLE 3. PARLIAMENTARY PROCEDURE

3.1 Purpose.

The purpose of these rules of parliamentary procedure is to establish orderly conduct of the meetings. Simple rules lead to a wider understanding and participation. Complex rules create two classes: (1) those who understand the rules, and (2) those who do not fully understand and those who do not fully participate. The ultimate purpose of these rules of parliamentary procedure is to encourage and facilitate decision-making by the City Council. In a democracy, the majority opinion carries the day. These rules enable the majority to express their opinion and fashion a result, while permitting the minority to also express itself (but not dominate) and fully participate in the process.

3.2 Model Format for an Agenda Item Discussion.

The following ten (10) steps may be used as a model or guidebook by the presiding officer. The meeting is governed by the agenda and the agenda constitutes the only items to be discussed. Each agenda item can be handled by the presiding officer (Mayor) in the following basic format:

- 1. *Announce the Item.*** The Mayor should announce the agenda item number and should clearly state the subject matter of the agenda item by reading the caption for the item being considered.
- 2. *Receive a Report.*** The Mayor should invite the appropriate people to report on the item, including any recommendation they might have.
- 3. *Ask Clarifying Questions.*** The Mayor should ask the council members if they have any technical questions for clarification. At this point, members of the City Council may ask clarifying questions to the people who reported on the item, and they should be given time to respond.
- 4. *Seek Citizen Input.*** The Mayor should invite citizen comments – or if a public hearing, open the public hearing. Upon conclusion, the Mayor should announce that public input is closed, or if a public hearing, close the public hearing.
- 5. *Motion First.*** The Mayor should invite a motion from the City Council before debate is given on the merits of the item. The Mayor should announce the name of the member who makes the motion.
- 6. *Motion Second.*** The Mayor should determine if any member of the City Council wishes to second the motion. The Mayor should announce the name of the member who seconds the motion. If no member of the City Council wishes to second the motion, then the motion fails, and should be so stated by the Mayor.
- 7. *Discuss the Motion.*** The Mayor will announce that there is a motion and a second, and will restate the motion, and will invite the members of the City Council to discuss the motion. If there is no desired discussion, the Mayor may call for a vote. If there has been no discussion or a brief discussion,

then there is no need to repeat the motion before taking a vote. If the discussion has been lengthy, it is a good idea to repeat the motion before calling for the vote.

8. Vote. The Mayor calls for the vote. A simple majority vote determines whether the motion passes or fails, unless a super-majority is required for passage. All Council members, including the Mayor, shall vote upon every question, ordinance or resolution, unless recused because of a conflict of interest as defined in the city charter. Unless so excused, any Council Member refusing to vote shall be recorded in the minutes as voting in the affirmative. Action items require a vote.

9. Announce the Outcome. The Mayor announces the results of the vote and should also state what action (if any) the Council has taken.

3.3 The Basic Motions.

The basic motion is the one that puts forward a decision for consideration. A basic motion might be: "I move approval of the ordinance as submitted," or "I make a motion that we deny the resolution."

3.4 The Motion to Amend.

If a member wants to change a basic motion, the member would have to motion to amend the original or previously amended motion. A motion to amend might be: "I move that we amend the motion to include the changes we discussed to the ordinance." A motion to amend seeks to retain the basic motion on the floor (a motion made and seconded), but to modify it in some way. A motion to amend requires the agreement of the person making the original motion. If the basic motion has already been seconded, the motion to amend must be acknowledged and accepted by the member who seconded the basic motion.

3.5 Discussion and Debate.

The basic rule of motions is that they are subject to discussion and debate. Accordingly, the basic motion and the motion to amend are all eligible, each in their turn for full discussion by and before the City Council. Discussion and debate can continue as long as the members wish to discuss it, or until a motion is made to limit debate. At that time, the mayor shall call for a vote on the motion.

3.6 Other Motions.

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire of the Council to move on. The following motions are NOT debatable, and the Mayor must immediately call a vote on the motion, if seconded by another Council Member.

- **Motion to Adjourn.** This motion, if passed, requires the Council to immediately adjourn to its next regularly scheduled meeting. This motion requires a simple majority vote.
- **Motion to Recess.** This motion, if passed, requires the Council to immediately take a recess. Normally the Mayor will determine the length of the recess which could last for a few minutes to several hours. It requires a simple majority vote.
- **Motion to Fix the Time to Adjourn.** This motion, if passed, requires the Council to adjourn the meeting at the specific time set in the motion. For example, "I move we adjourn this meeting at Midnight." It requires a simple majority vote.
- **Motion to Table.** This motion, if passed, requires discussion of the agenda item to be halted immediately, and the agenda to be placed on hold. The motion may contain a specific time to bring

the item up again, or it may not specify a time. If no time is specified, the item shall be placed on the agenda at the following Council meeting.

- **Motion to postpone.** This motion, if passed, allows Council to postpone the agenda item to a date certain.
- **Motion to Remove from Table.** This motion, if passed, allows the Council to remove an item previously placed on hold. A vote in favor of removing an item from the table must be made before the Council can take action on an item that was tabled.

3.7 Motions Requiring a Three-Fourths or Supermajority Vote to Pass.

Normally a super majority vote consists of six votes (four to pass as a simple majority, plus two more). For the purposes of these rules and as defined in the Charter, a three-fourths vote shall be referenced as a Supermajority vote. In exceptional circumstances where the number of council members is diminished due to vacancy, the following shall constitute a three-fourths or super majority vote:

NUMBER OF COUNCIL MEMBERS	NUMBER OF VOTES FOR SUPER MAJORITY
6	5 or more
5	4
4	3
3	3

- **Motion to Limit Debate.** This motion is sometimes referred to as, “moving the question” or, “calling the question.” When a member of the Council makes such a motion, the member is saying, “I have had enough discussion, let’s vote on the issue.” When such a motion is made, the Mayor should ask for a second, stop the discussion and vote on the motion to limit debate. The motion requires a super majority vote to pass.
- **Motion to Object to the Consideration of an Item.** This motion, if passed, precludes the City Council from even considering the item on the agenda. It does not preclude the item from appearing on a future agenda. The motion requires a super majority vote to pass. (Normally, this motion is unnecessary, because the objectionable item can be defeated outright or tabled.)
- **Motion to Suspend the Rules.** This motion is debatable but requires a super majority vote to pass. This motion allows the Council to suspend its own rules for a particular purpose. For example, the Council may desire to give a particular speaker more time than normally allowed. A “motion to suspend the rules and give the speaker ten additional minutes,” accomplishes this desire.
- **Motion to Hire/Fire the City Manager.** The city manager shall be appointed or removed by a super majority vote, provided that his or her salary may be set by a simple majority vote. (Charter Art IV§ 1 – City Manager.)

3.8 Motion to Reconsider.

There is a special motion that requires a bit of explanation all by itself: the motion to reconsider. A tenet of parliamentary procedure is finality. After vigorous discussion, debate and a vote, there must be some

closure on the issue. As such, after a vote is taken, the matter is deemed closed, subject only to reopening if a proper motion to reconsider is made.

A motion to reconsider requires a simple majority vote to pass, but there are two special rules that apply only to the motion to reconsider.

The first issue involves timing. A motion to reconsider must be made at the meeting where the item was first voted upon or at the very next meeting (if properly noticed and on the posted agenda). A motion to reconsider made at a later time is considered untimely and it may not be considered unless the Council suspends the rules to consider it.

Secondly, the motion to reconsider can only be made by a member of the Council who voted in the majority on the original motion. The motion to reconsider may be seconded by any member of the City Council regardless of how they voted on the original motion. If a member of the Council who voted in the minority on the original motion seeks to make a motion to reconsider, it **MUST** be ruled **OUT OF ORDER** by the Mayor. The purpose of this rule is finality. If a member of the minority could make a motion to reconsider, then the item could be brought back again and again, which would defeat the purpose of finality.

If a motion to reconsider passes, then the original matter is back before the Council, and a new original motion is in order. The matter may be discussed as if it were on the floor for the first time.

3.9 Courtesy, Decorum and Order.

These rules of order are meant to promote an atmosphere of courtesy and decorum appropriate for the efficient discussion of business. It is the responsibility of the Mayor (and the members of the City Council) to maintain that atmosphere of courtesy and decorum. The Mayor should always ensure that debate and discussion focus on the item and the policy in question, not on the personalities of the participants in the discussion. Debate on policy is healthy; debate on personalities is not. In order to assist in the creation and maintenance of that atmosphere the following rules shall govern all meetings:

- 1. Request to Speak.** Before a council member, staff member or an audience member may speak, they must first be recognized by the Mayor. Upon recognition the person requesting to speak shall hold the floor and shall make their point clearly and succinctly. Public comments must be kept relevant to the subject before the Council. The Mayor shall rule on the relevance of comments. Persons making irrelevant, personal, impertinent, overly redundant or slanderous remarks may be barred by the Mayor from further comment before the Council during the meeting. Audience members who wish to speak during an agenda must first complete a 'request to speak card' and submit it to the city secretary. The Mayor has the right to cut a speaker off if the discussion becomes too personal, too loud, too crude, irrelevant, impertinent, redundant, or slanderous.
- 2. Order.** If a person fails to request to speak before speaking, the Mayor shall rule them 'out of order' and remind them that they do not have the floor. While the City Council is in session, all council members must preserve order and decorum. A person shall neither, by conversation or otherwise, delay or interrupt the proceedings or the peace of the meeting, nor disturb any other person while speaking or refuse to obey the orders of the Mayor.

3. ***Improper References Prohibited.*** Every person desiring to speak shall address the entire Council and shall not single out a member of the Council, the audience or a staff member. Speakers shall confine themselves to the question under debate, avoiding all personal attacks and indecorous language.
4. ***Interruptions.*** A council member, once recognized, shall not be interrupted when speaking unless it is to call him or her to order, or other such interruption expressed below. If the council member, while speaking, is called to order, he or she shall cease speaking until the question of order is determined, and if the council member is found to be in order, he or she shall be permitted to proceed speaking. Allowable interruptions or points of order available to council, city manager, city secretary, or city attorney are as follows:
 - a. ***Point of Privilege.*** The proper interruption would be: "Point of Privilege." The Mayor would then ask the interrupter to, "state your point." Appropriate points of privilege relate to anything that would interfere with the normal comfort of the meeting. For example, the room might be too hot or too cold or a fan motor might interfere with a council members ability to hear.
 - b. ***Point of Order.*** The proper interruption would be: "Point of Order." The Mayor would then ask the interrupter to, "state your point." Appropriate points of order relate to anything that would not be considered appropriate conduct of the meeting. For example, if the Mayor called for a vote on a motion that permits debate without allowing any discussion.
 - c. ***Motion to Appeal.*** If the Mayor makes a ruling that a member of the body disagrees with, that member may appeal the ruling of the Mayor by stating, "motion to appeal." If the motion is seconded and after debate if it passes by a simple majority vote, the ruling of the Mayor is reversed.
 - d. ***Call for orders of the day.*** This is simply another way of saying, "let's return to the agenda." If a council member believes the discussion has strayed from the agenda. The motion does not require a vote. If the Mayor discovers that the discussion has strayed from the agenda, he or she simply returns to the business of the day.
 - e. ***Withdraw a Motion.*** During the debate and discussion of a motion, the original maker of the motion on the floor, at any time, may interrupt the speaker to withdraw his or her motion. The motion is immediately deemed. withdrawn and discussion on the motion shall cease. Council members are free to make the same motion or another motion.

3.10 Enforcement of Rules and Procedures.

The following provisions may be used to enforce the good order and decorum of the meeting. The action may be taken by the Mayor under his or her own action, or upon a motion to enforce by any council member. Reference to sergeant at arms only refers to city council meetings.

1. ***Warning.*** The Mayor may order any person (council member, staff member or audience member) in violation of these rules to be silent.
2. ***Removal.*** If, after receiving a warning from the Mayor, the person continues to disturb the meeting or breach the peace and good order of the meeting, the Mayor may order the person to leave the meeting. If the person does not leave the room, the Mayor may order the sergeant-at-arms to remove the person.
3. ***Sergeant-at-Arms.*** The sergeant-at-arms shall be the highest-ranking police officer in attendance at the council meeting, or such other officer designated by the chief of police for that purpose.

Upon instruction of the Mayor, it shall be the duty of the sergeant-at-arms to remove from the meeting any person who intentionally disturbs the proceedings of the City Council. A violation of these rules may be deemed an attempt to disrupt, obstruct, and/or interfere with a lawful meeting and subject the

violation to prosecution under state law for disrupting a lawful meeting. (Section 42.05, Texas Penal Code).

4. Resisting Removal. Any person who resists removal by the sergeant-at-arms may be charged with violating Section 42.05 of the Texas Penal Code.

5. Motion to Enforce. Any council member may move to require the Mayor to enforce these rules and the affirmative vote of a simple majority of the Council shall require the Mayor to do so. A motion to enforce is an allowable interruption and is not debatable.

3.11 Council May Discipline its Own Members.

In the event a council member violates the Charter, these rules or any other ordinance of the city, or acts in a manner that causes embarrassment or disgrace to the City of Lago Vista, the City Council on supermajority vote may discipline the offending member.

Such action may only take place after an executive session is held to discuss the offense. The offending member shall be present at the executive session to answer any questions asked by members of the City Council or make other statements as he or she may desire to make in his or her defense. If the offending member refuses to attend the executive session, the remaining members of the City Council may proceed in his or her absence.

The outcome of the executive session may be as follows and shall be made publicly in open session in accordance with the Texas Open Meetings Act:

- 1. No Action.** The City Council chooses to take no action.
- 2. Private Censure.** The City Council may choose to privately censure the offending member, leaving their comments to the offending member left in the confines of the executive session.
- 3. Public Censure.** The City Council may choose to publicly censure the offending member through a resolution passed by supermajority vote and entered into the public record.

ARTICLE 4. AGENDA ORDER

The Mayor and the City Manager or an appropriate designee, shall prepare an agenda and cause the same to be posted a minimum of 72 hours prior to the meeting. Agendas shall be delivered to the City Council, in the format requested by each council member, on or before 6:00 PM of the day of the posting, or within such other times as established by the City Council from time to time. In the event of an emergency meeting of the City Council, this provision shall be suspended when not inconsistent with the provisions of federal or state law or the City Charter.

To facilitate the agenda process, the Mayor, two council members, or the City Manager may place an item on the agenda. Staff assistance, if required, should be requested through the City Manager – Interference in Administrative Matters of the City Charter). Agenda items must be provided to the City Manager’s office at city hall by 12:00 noon on the seventh (7) calendar day preceding the date of the regular meeting. If the agenda topic does not allow for staff to adequately prepare information for City Council’s consideration, the item may be postponed until the next regular meeting.

4.1 Invocation.

Regular meetings of the City Council may begin with an invocation.

4.2 Call to Order & Announcement of a Quorum

The Mayor shall call the meeting to order. The Mayor shall announce that a quorum of the City Council is present and shall state for the record the names of all members of the City Council who are absent.

4.3 Pledge of Allegiance to the United States

The Council shall recite the Pledge of Allegiance to the United States Flag.

4.4 Presentations & Proclamations.

The Mayor shall make any presentation or deliver any proclamation as may be required from time to time. Outside entities and organizations granted permission to make a presentation shall be placed in this section.

4.5 Approval of the Minutes.

The Council shall consider the minutes of any meeting presented for their review since the last regular meeting. This heading will only be used when there are no other items listed on a consent agenda.

4.6 Consent Agenda Items.

There is hereby established, as a part of every agenda for regular and/or special called meetings of the City Council, a portion of said agenda that shall be labeled "consent agenda." Said consent agenda may consist of any and all business regularly coming before the City Council including approval of the minutes of previous meetings.

All items set out in the consent agenda shall be deemed passed upon passage of an affirmative motion, by a vote of the majority of the members of the City Council then seated, that the consent agenda be adopted. No further action shall be deemed necessary, and all such items appearing on the consent agenda, upon passage of such motion, shall be deemed adopted as if voted upon separately and as if the caption and/or body of any ordinance therein set out shall have been read in full.

Any member of the City Council may request that any item be removed from the consent agenda and considered separately. Such a request shall be honored as if it had been passed by majority vote.

If any item was removed from the consent agenda, it will be considered immediately following approval of the remainder of the consent agenda.

4.7 Public Hearings.

This section is only used when a statutorily required public hearing is part of the order of business. The Mayor shall first request staff comments. The Mayor shall open the public hearing and receive citizen input. While the public hearing is open, City Council may ask questions of the speakers, but may not deliberate or argue with the public on the matter at hand. Those speaking at a public hearing are required to follow the rules established herein for citizen comments. Upon conclusion of citizen comments, the Mayor shall close the public hearing. Council may deliberate or take action on the matter at hand upon the closing of the public hearing.

4.8 Regular Agenda Items.

Items for individual consideration shall be considered by the City Council individually and approved by either a simple majority vote or a super majority vote as the case may be.

4.9 Citizen Comments on Non-Agenda Items.

All persons desiring to speak to the City Council on a non-agenda item must submit a 'request to speak card' to the City Secretary at least five (5) minutes before meeting starts.

4.10 Staff Reports.

This section is used for routine reports provided by staff to the Council.

4.11 Future Agenda Items.

Council Members may request items to be placed on a future agenda at this time. No discussion or deliberation of the items may take place at this time, other than a determination of City Council consensus to direct staff to place the item on a future agenda.

4.12 Media Inquiries.

The recognized local media sources may direct questions to members of the City Council through the community relations manager or directly to council members as appropriate between sessions. The recognized local media sources will generally be provided an opportunity to ask questions of the City Council toward the end of regular session agendas. As a general rule, each media source will be provided two questions and one follow-up question, limited to five (5) minutes per media source.

4.13 Executive Session Items.

This section is only used when it is necessary for the Council to convene in executive session. Executive sessions are sessions closed to the public. They are only permitted for the purpose of discussing matters enumerated in Chapter 551, Open Meetings Act of the Texas Government Code. Disclosure of topics to be discussed shall be made to the public in accordance with the requirements of the Open Meetings Act.

If the subject of the executive session warrants, the executive session may be held prior to the regular session.

4.14 Action on Executive Session Items.

This section is only used if Council conducts an executive session. Action on executive session items must be taken during public/open session of the Council. Action may include the taking of no action at all.

4.15 Adjournment.

The Mayor shall adjourn the meeting upon passage of the appropriate motion.

ARTICLE 5. WORK SESSION POLICIES AND PROCEDURES

5.1 Purpose.

City Council may call and hold work sessions for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the City Council. The following rules shall prevail for the call and conduct of work session meetings.

5.2 Agenda.

Only a limited number of matters shall be considered by the City Council during a work session, and sufficient time for consideration of such matters shall be provided. An abbreviated agenda order shall be used for all work session agendas.

5.3 Documents and Exhibits to be Presented.

When possible, staff shall make available to the City Council all documents, exhibits, maps, plats, architectural drawings, specifications or other similar documents at least 72 hours before the beginning of the session.

5.4 Technical Questions.

All questions of a technical nature, which require a detailed explanation for understanding, may be considered in a work session. Council may, through the City Manager, request the attendance of such staff members or outside experts as may be required to answer such questions.

5.5 Prohibitions Against Formal Actions.

No formal actions may be taken at a work session. Council may provide staff direction on the matter being considered and ask that the item be placed on a regular or special called meeting agenda for formal action.

5.6 Audience Comments or Questions.

Audience comments or questions will be considered at a work session at the discretion of council.

ARTICLE 6. RULES GOVERNING CITIZEN COMMENTS

6.1 Purpose.

It is the desire of the City Council to hear from the citizens of Lago Vista and to stimulate discussion and offer a forum for a cordial and meaningful public debate on matters that are properly a concern of the City Council. The following rules shall control and govern audience comments.

6.2 Rules for Audience Comments.

Immediately preceding the opening of a public hearing, the Mayor may direct the City Secretary to read the rules governing citizen comments.

6.3 Rules Governing Citizen Comments.

1. A maximum of 30 minutes will be devoted to receiving comments from the public on each agenda item. Each speaker is limited to one presentation per meeting and a maximum timed limit of three minutes on any item except for a public hearing item.
2. No individual may address City Council without submitting a speaker card at least five (5) minutes prior to the beginning of the meeting. The card must clearly state the subject or issue on which the citizen wishes to speak. If the subject matter does not pertain to city business the Mayor shall advise the individual and/or make recommendations as to how they may get the issue addressed. The mayor can consider comments from citizens that did not submit a request as time permits.
3. Citizens speaking on agenda items shall restrict their comments to the subject matter listed.
4. Citizens speaking on non-agenda items shall only speak on matters pertaining to city business or issues which the Council would have the authority to act upon if brought forth as an agenda item.
5. Council may not act upon or discuss any issue brought forth as a non-agenda item; except to:

- a. Make a statement of specific factual information given in response to the inquiry, or
 - b. A recitation of existing policy in response to the inquiry.
- Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a subsequent meeting.
6. Proper respect, decorum, and conduct shall prevail at all times. Impertinent, slanderous, or personal attacks are strictly prohibited, and violators may be removed from the council chambers.
 7. No placards, banners or signs may be displayed in the council chambers or city hall. Exhibits relating to a presentation are acceptable.
 8. Arguing, intimidation or other disruptive behavior is prohibited. Discussion and/or debate are acceptable only on items specifically listed on the agenda.
 9. Unauthorized remarks from the audience, stomping of feet, applauding, whistles, yells, or any type of disruptive behavior is prohibited. Applause of appreciation may be acceptable when recognizing a significant event or achievement.
 10. Council meetings are the workplace to carry out the business of the City of Lago Vista; therefore, any conduct that could constitute harassment in the workplace is prohibited.
 11. In all cases, the Mayor shall preside over the Council meeting and ensure that proper conduct and decorum is adhered to.

6.4 Preservation of Order.

The Mayor shall preserve order and decorum and, if necessary, shall cause to be silenced or removed from the council chambers any person speaking out of order or disrupting the order of the meeting.

ARTICLE 7. BOARDS AND COMMISSIONS

7.1 General.

Boards and commissions are detailed under Article VII, Commissions and Boards, of the City of Lago Vista City Charter. Ad hoc boards may be temporarily appointed and terminate upon completion of a specific task or special purpose for which it was created, or when abolished by a majority vote of the City Council. No ad hoc board shall have powers other than advisory to the City Council.

7.2 Meeting Times and Agenda Order.

All boards, commissions, and committees shall be subject to these rules. Each board, commission, and committee shall set their own agenda, so long as it is in accordance with the Texas Open Meetings Act.

7.3 Boards with Regulatory Authority.

Planning and Zoning Commission, Building and Standards Commission, and Board of Adjustment.

7.4 Committees without Regulatory Authority.

Lago Vista Parks and Recreation Advisory Committee, Lago Vista Airport Advisory Committee, Lago Vista Economic Development Committee, Lago Vista Public Library Committee, Lago Vista Golf Advisory Committee, Lago Vista Youth Advisory Council, and any additional non-regulatory city committees or boards that are created.

7.5 Appointments.

City Council Members shall review applications of all eligible applicants for vacant positions on the City's Boards, Commissions, and Advisory Committees. Each Council Member assigned as Liaison to a Board, Commission, or Advisory Committee shall nominate appointees to the specific board. City Council shall vote to approve or deny nominations, by majority vote, until such time as all vacancies have been filled on the specific Board, Commission, or Advisory Committee.

7.6 Board Members' Service.

Members appointed to boards or commissions that have regulatory authority shall serve 2-year terms in accordance with the city charter. Members appointed to boards or commissions that *do not have* regulatory authority serve at the will of the Council and may be removed, replaced, or not reappointed at the discretion of City Council, by majority vote, with or without cause. When conducting the business of the City, appointed members of all boards, commissions or advisory committees shall follow the rules of procedure set forth for the City Council.

7.7 Open Government Training.

Upon initial appointment, within 90 days of taking the oath of office or assuming duties, all board, commission, and or committee members shall be required to watch the Texas Public Information Act and the Texas Open Meetings Act training videos as provided by the Office of the Attorney General. At the conclusion of the training video, the appointee will be given an opportunity to print from the Attorney General's website a Certificate Of Completion. The certificate should be filed with the City Secretary, as proof of Open Government training.

7.8 Council Liaisons.

Council liaisons to the various city boards and committees will follow the rules and procedures established in Resolution 18-1748 which defines the operating policies and procedures for Advisory Boards and Committees.

TABLE OF MOTIONS AND POINTS OF ORDER

MOTION/ORDER	REQUIRES SECOND	DEBATABLE	AMENDABLE	VOTE TYPE
Basic Motion	Yes	Yes	Yes	Simple
Motion to Amend	*	No	Yes	N/A
Motion to Adjourn	Yes	No	No	Simple
Motion to Recess	Yes	No	Yes	Simple
Motion to Fix the Time to Adjourn	Yes	No	No	Simple
Motion to Table	Yes	No	No	Simple
Motion to Limit Debate	Yes	No	No	Super
Motion to Object to the Consideration of an Item	Yes	No	No	Super
Motion to Suspend Rules	Yes	No	No	Super
Motion to Reconsider	Yes	Yes	Yes	Simple
Point of Privilege	No	No	No	N/A
Point of Order	No	No	No	N/A
Motion to Appeal	Yes	Yes	No	Simple
Call for Orders of the Day	No	No	No	N/A
Withdraw a Motion	No	No	No	N/A
Motion to Enforce	Yes	No	No	Simple
Motion to Hire/Fire the City Manager	Yes	Yes	Yes	Super

- For the purposes of these rules, Amendments are not debatable and only require the approval of the member who made the original motion. An amendment to an amendment, requires first the approval of the member who made the original amendment and secondly the approval of the member who made the original motion.