



WALKER COUNTY COMMISSIONERS COURT

1100 University Avenue
Huntsville, Texas 77340
936-436-4910



DANNY PIERCE
County Judge

DANNY KUYKENDALL
Commissioner, Precinct 1

RONNIE WHITE
Commissioner, Precinct 2

AGENDA
SPECIAL SESSION
TUESDAY JULY 12, 2022
9:00 A.M.
ROOM 104

BILL DAUGETTE
Commissioner, Precinct 3

JIMMY D. HENRY
Commissioner, Precinct 4

CALL TO ORDER

- Announcement by the County Judge whether a quorum is present.
- Certification that public Notice of Meeting was given in accordance with the provisions of Section 551.001 et. Seq. of the Texas Government Code.

GENERAL ITEMS

- Prayer – Pastor James Necker
- Pledge of Allegiance
- Texas Pledge – “Honor the Texas Flag, I pledge allegiance to thee, Texas, one state under God, one and indivisible”
- Citizens Input – Agenda Items

CONSENT AGENDA

1. Receive Order for Salary of 12th Judicial District Court Reporter, 278th Judicial District Court Reporter, and the County Auditor and Assistants for budget year 2022-2023.
2. Receive Purchasing Board Order for the Re-appointment of Walker County Purchasing Agent.
3. Approve Order 2022-90, Directing Payment of Salary of Purchasing Agent.

STATUTORY AGENDA

Treasurer

4. Discuss and take action on 2023 Texas County District Retirement System renewal. – Amy Klawinsky
5. Discuss and take action on changes to Walker County Personnel Policy Manual, Section 3.14 Longevity. – Amy Klawinsky
6. Presentation by Donald Long with Management Advisory Group, Inc., regarding Walker County Salary Study. - Amy Klawinsky

Auditor

7. Discuss and take action on Order 2022-91 amending the budget for the fiscal year ending September 30, 2022. – Patricia Allen
8. Discuss and define process and/or appoint committee to make recommendations to Commissioners Court after review and hearing departments presentations of reclassification requests submitted during the budget related to salary study. – Patricia Allen
9. Discuss and take action authorizing moving forward with strategic planning initiative using interlocal agreements and purchasing cooperatives as the source for solicitation and appoint a committee to develop the scope of work and related information needed for solicitation, evaluate proposals received, and make a recommendation to the Commissioners Court. – Patricia Allen

Commissioners Court

10. Discuss and take action on proposed resolution in a legal action involving employment matters concerning the Walker County Emergency Medical Services Department. – Judge Pierce

Budget Workshop

EXECUTIVE SESSION

If during the course of the meeting covered by this notice, Commissioners Court shall determine that a closed meeting of the Court is required, then such closed meeting as authorized by Texas Government Code 551, sub-chapter D, will be held by the Commissioners Court at the date, hour, and place in this notice or as soon after the commencement of the meeting covered by this notice as the Commissioners Court may conveniently meet in such closed meeting concerning any and all subjects and for any and all purposes permitted by Chapter 551, sub-chapter D, inclusive of said Texas Government Code, including but not limited to:

Section 551.071 For the purpose of private consultation between the Commissioners Court and its attorney when the attorney's advice with respect to pending or contemplated litigation settlement offers, and matters

where the duty of the Commissioners Court counsel to his client pursuant to the Code of Professional Responsibility of the State Bar of Texas clearly conflicts with the Open Meetings Act.

Section 551.072 For the purpose of discussion with respect to the purchase, exchange, lease, or value of real property, if deliberation in an open meeting would have a detrimental effect on the position of the Commissioners Court in negotiations with a third person

Section 551.073 For the purpose of deliberation regarding prospective gifts or to deliberate a negotiated contract for prospective gift or donation to the Commissioners Court or Walker County, if deliberation in an open meeting would have a detrimental effect on the position of the Commissioners Court in negotiations with a third person.

Section 551.074 For the purpose of considering the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear complaints or charges against a public officer or employee, unless such officer or employee requests a public hearing.

Section 551.076 To discuss the deployment, or specific occasions for implementation of security personnel or devices.

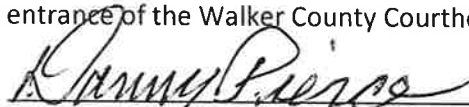
Section 551.086 Deliberation regarding economic development negotiations.

INFORMATION ITEMS

- Public Comment – Non-agenda items
- Questions from the media
- Commissioners Court

ADJOURN

On this July 8, 2022, the Executive Administrator to the County Judge filed this notice, and was posted at the main entrance of the Walker County Courthouse.



Danny Pierce, County Judge

I, the undersigned County Clerk, do hereby state that the above Notice of Meeting of the above named Commissioners' Court, is a true and correct copy of said Notice, and I posted a true and correct copy of said Notice on the Courthouse Public Notices area of Huntsville, Walker County, Texas, at a place readily accessible to the general public at all times on the 8th day of June, 2022, and said Notice remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

Dated this 8th day of July, 2022.




Kari A. French, County Clerk

FILED FOR POSTING

At 2:01 o'clock P.M

JUL 08 2022

KARI FRENCH, COUNTY CLERK
WALKER COUNTY, TEXAS

By  Deputy

IN THE 12TH AND 278TH JUDICIAL DISTRICT COURT OF
WALKER COUNTY, TEXAS
ORDER FOR SALARY AND
ANY OTHER ALLOWANCE TO
WALKER COUNTY AUDITOR and ASSISTANTS

Pursuant to the Local Government Code of the State of Texas, V.A.T.C., 152.905 notice was given and a public hearing held on July 06, 2022 in the District Courtroom of the Walker County Courthouse in Huntsville, Texas by the Judges of the 12th and 278th Judicial Districts of the State of Texas, for the purpose of setting the salary and other allowance of the Walker County Auditor and assistants for the fiscal year beginning October 1, 2022 and ending September 30, 2023.

Pursuant to the above, it is hereby ordered that the salary and other allowances to the Walker County Auditor and listed Assistants for the fiscal year beginning October 1, 2022 and ending September 30, 2023 is approved as follows:

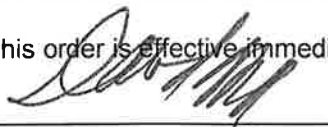
<u>Position</u>	<u>Pay</u>
County Auditor	\$116,687
First Assistant Auditor	\$84,000
Assistant Auditor IV	\$65,499
Assistant Auditor IV	\$65,499
Assistant Auditor III	\$59,850
Assistant Auditor III	\$59,850
Assistant Auditor II	\$47,417
Assistant Auditor II	\$47,417
Assistant Auditor II	\$47,417
Part-time Assistant Auditor I	\$22,000
Overtime	\$15,000
Plus Longevity for all full-time employees under county plan	
County Auditor salary to be increased by an equivalent amount as county longevity plan	

Plus Commissioners Court approved retention amounts, special pay amounts, percentage, or across the board pay increases granted other employees during the budget year. If at budget adoption, the salary plan implemented by commissions court is different from the above listed, the amounts for each position shall be the greater of the above listed amounts or the implemented salary adjustment/plan numbers.

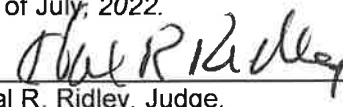
It is further ordered that the County Auditor may pay positions at a different County pay grade or at a rate of pay other than listed above and may increase hours worked or the pay of an employee as long as the total salary and benefits budget is not exceeded and an increase in the following year's salary and benefits budget is not required as a result of the change. It is further ordered that the Walker County Auditor may hire part time employee(s) in lieu of full time positions, hire part-time and temporary employees, and may pay overtime to assistants in lieu of comp time being accrued as long as the total salary and benefits expenditures for the year does not exceed the total budget for salaries and benefits in the County Auditors budget for the fiscal year. Flexibility is allowed to the County Auditor in scheduling the work week, employees work schedules, office hours, office closures, and the Auditor and assistants working from home and remote sites. Pay or the use of leave time by the employees for office closures is to generally follow the pattern established by the County Judge for the Courthouse.

It is directed that this order shall be recorded by the Walker County District Clerk in the appropriate minutes of these courts and certified by such clerk to the Walker County Commissioners Court.

This order is effective immediately. Signed on this 06th day of July, 2022.



David Moorman Judge
12th Judicial District of Texas



Hal R. Ridley, Judge,
278th Judicial District of Texas

IN THE 278TH JUDICIAL DISTRICT COURT OF
LEON, MADISON AND WALKER COUNTIES

**ORDER FOR SALARY OF
OFFICIAL COURT REPORTER OF
THE 278TH JUDICIAL DISTRICT**


Pursuant to the Local Government Code of the State of Texas, V.A.T.C., notice was given and a public hearing held on July 6, 2022 at 4:00 p.m. in the District Courtroom of the Walker County Courthouse in Huntsville, Texas by the Judge of the 278th Judicial District of the State of Texas, for the purpose of setting the salary of the Official Court Reporter of the 278th Judicial District for the fiscal year beginning October 1, 2022, and ending September 30, 2023. Pursuant to the above, it is hereby ordered that the salary for the fiscal year 2022-2023 for the above described reporter is set at \$89,761.91

Under Chapter 52.054 of the Government Code, V.A.T.C., each county will be required to pay their annual pro rata share in twelve equal monthly installments.

<u>County</u>	<u>Percentage</u>	<u>Annually</u>
Walker	0.723663023	\$64,892.25
Leon	0.148890825	13,351.32
Madison	0.127446152	<u>11,428.34</u>
Total		<u>\$89,671.91</u>

It is further ordered that this order shall be recorded by the District Clerks in the appropriate minutes of this Court, certified by such Clerks to the Commissioners Court, and recorded by such Court in its minutes with an order directing such payments.

This order is effective on October 1, 2022. Signed on this the 6th day of July, 2022.



Hal R. Ridley, Judge
278th Judicial District of Texas

IN THE 12TH JUDICIAL DISTRICT COURT OF
GRIMES, MADISON AND WALKER COUNTIES

ORDER FOR SALARY OF
OFFICIAL COURT REPORTER OF
THE 12TH JUDICIAL DISTRICT


Pursuant to the Local Government Code of the State of Texas, V.A.T.C., notice was given and a public hearing held on July 6, 2022 at 4:00 p.m. in the District Courtroom of the Walker County Courthouse in Huntsville, Texas, by the Judge of the 12th Judicial District of the State of Texas, for the purpose of setting the salary of the Official Court Reporter of the 12th Judicial District for the fiscal year beginning October 1, 2022, and ending September 30, 2023. Pursuant to the above, it was hereby ordered that the salary for the fiscal year 2022-2023 for the above described reporter was set at \$89,671.91.

Under Chapter 52.054 of the Government Code, V.A.T.C., each county will be required to pay their annual pro rata share in twelve equal monthly installments.

<u>County</u>	<u>Percentage</u>	<u>Annually</u>
Walker	.641353895	\$57,511.42
Grimes	.245695626	\$22,032.00
Madison	.11295048	<u>\$10,128.49</u>
		\$89,671.91

It is further ordered that this order shall be recorded by the District Clerks in the appropriate minutes of this Court, certified by such Clerks to the Commissioners Court, and recorded by such Court in its minutes with an order directing such payments.

This order is effective on July 6, 2022. Signed on this the 6 day of July, 2022.



David W. Moorman, Judge
12th Judicial District of Texas



ORDER NO. 2022-90

**AN ORDER DIRECTING THE PAYMENT OF SALARY TO THE
WALKER COUNTY PURCHASING AGENT**

BE IT RESOLVED and ORDERED BY THE COMMISSIONERS' COURT OF WALKER COUNTY TEXAS,
that:

SECTION 1: The Judges of the 12th and 278th Judicial Districts and the County Judge of Walker County, Texas re-appointed Charlsa Dearwester, Walker County Purchasing Agent, on July 1, 2022.

SECTION 2: The term of office is two years, beginning October 1, 2022 and ending October 1, 2024.

SECTION 3: The Walker County Commissioners' Court directs payment of her salary, in the sum of \$90,000, as ordered by the Judges of the 12th and 278th Judicial Districts and the County Judge of Walker County, Texas.

APPROVED this _____ day of _____, 2022.

Danny Pierce
County Judge

Danny Kuykendall
Commissioner, Pct. 1

Ronnie White
Commissioner, Pct. 2

Bill Daugette
Commissioner, Pct. 3

Jimmy D. Henry
Commissioner, Pct. 4



PLAN CUSTOMIZER SUMMARY FOR PLAN YEAR 2023

Walker County

CURRENT PLAN AND PROPOSED PLAN(S)

	Current Plan	2023
Basic Plan Options		
Employee Deposit Rate	7.00%	7.00%
Employer Matching	210%	210%
Application of Matching	Past & Future	Past & Future
Prior Service Credit	130%	130%
Retirement Eligibility		
Age 60 (Vesting)	8 yrs of service	8 yrs of service
Rule Of	75 yrs total age + service	75 yrs total age + service
At Any Age	20 yrs of service	20 yrs of service
Optional Benefits		
Partial Lump-Sum Payment at Retirement	No	No
Group Term Life	NONE	NONE
COLA	N/A	40% CPI
Retirement Plan Funding		
Normal Cost Rate	7.35%	7.35%
UAAL/(OAAL) Rate	6.49%	7.07%
Required Rate	13.84%	14.42%
Elected Rate	0.00%	0.00%
Additional Employer Contribution	\$0.00	\$0.00
Total Contribution Rate		
Retirement Plan Rate	13.84%	14.42%
Group Term Life Rate	0.00%	0.00%
Total Contribution Rate	13.84%	14.42%
Valuation Results		
Actuarial Accrued Liability	\$115,620,041	\$116,925,308
Actuarial Value of Assets	\$97,166,741	\$97,166,741
Unfunded/(Overfunded) Actuarial Liability	\$18,453,300	\$19,758,567
Funded Ratio	84.0%	83.1%

3.14 POLICY ON LONGEVITY**ELIGIBILITY**

1. All regular full-time employees employed October 1st shall be eligible to receive longevity pay after completing 5 or more years of full-time service. Employees or officials not eligible:

- a. Part-time employees (working less than 40 hours per week)
- b. Employees fully or partially funded by grants where longevity benefits are not recognized as allowable costs to the grant.

AMOUNT

2. Longevity pay will be calculated based on the number of full-time years of service completed as of October 1st each year. The longevity pay rate according to the table will be included in the pay rate until the following October 1st at which time the longevity pay rate will be recalculated based on years of service.

Longevity Pay	
Full Years of Service	Hourly Rate
Less than 5 years	\$0
5 years	\$ 0.24
6 years	\$ 0.29
7 years	\$ 0.34
8 years	\$ 0.38
9 years	\$ 0.43
10 years	\$ 0.48
11 years	\$ 0.53
12 years	\$ 0.58
13 years	\$ 0.63
14 years	\$ 0.67
15 years	\$ 0.72
16 years	\$ 0.77
17 years	\$ 0.82
18 years	\$ 0.87
19 years	\$ 0.91
20 years	\$ 0.96
21 years	\$ 1.01
22 years	\$ 1.06
23 years	\$ 1.11
24 years	\$ 1.15
25 years	\$ 1.20
26 years	\$ 1.25
27 years	\$ 1.30
28 years	\$ 1.35
29 years	\$ 1.39
30 years	\$ 1.44

BRIDGING

3. An employee who is rehired by the County within 730 days after employment has been terminated shall have prior qualifying service with the County counted toward years of full-time service for calculating longevity pay. An employee who has full-time service who moves to part-time and then returns to full-time within 730 days shall have prior qualifying service with the County counted toward years of service for calculating longevity service.

NO MODIFICATION OF AT-WILL STATUS

4. An employee's qualification for longevity pay shall not alter the employee's status as an at-will employee.

POLICY APPROVED AND ADOPTED BY: COUNTY COMMISSIONERS' COURT

DATE: 11/8/99 Amended 12/8/08 Amended 8/13/12 Amended 11/7/12 Amended 6/1/15
Amended 7/12/22



Presentation to Walker County



Compensation and Classification Study

July 2022

Study Goals and Objectives

- Perform a Compensation/Classification study for all included County positions.
- Compare compensation to relevant labor markets/competitors.
- Ensure that positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, are classified together.
- Develop a competitive classification and compensation structure.
- Scope included approximately 353 positions in 115 job titles.



This project **was not** designed to:

- Evaluate individual employee performance/capabilities.
- Reorganize departments.
- Identify staffing levels.
- Guarantee salary increases.
- Recommend salary decreases.



Methodology Overview

- Captured key employee data.
- Identified jobs where recruitment and retention are concerns.
- Requested top management input.
- Gathered salary and compensation data from competitor organizations;
- Reviewed current job descriptions to evaluate classifications.
- Developed an internally equitable and externally competitive system.
- Provided implementation/transition costs.



Job Review Considerations

- Data Responsibility
- Judgment
- People Responsibility
- Complexity of Work
- Assets Responsibility
- Impact of Decisions
- Education
- Equipment Usage
- Physical Demands
- Communications
- Math
- Unavoidable Hazards
- Safety of Others
- Experience



MAG's Review of Markets

- Angelina County
- Bastrop County
- College Station
- Conroe
- Coryell County
- Grimes County
- Henderson County
- Huntsville
- Montgomery County
- O'net Online, a source for private sector data, published by the US Department of Labor.
- Sam Houston State University
- San Jacinto County
- Texas Department of Criminal Justice
- The Woodlands
- Wise County



MAG's Review of Markets

Summary of Market Survey Results:

- “Lag” at the minimums: -3.01%
- “Lag” at the midpoints: -7.14%
- “Lag” at the maximums: -10.14%



Recommendations

- ✓ Unified Plan created for all position titles.
- ✓ Open ranges are recommended due to increasingly “best practice”.
- ✓ MAG recommends setting the ranges at 49%, (minimum to maximum).
- ✓ There is 5% between proposed grades.
- ✓ Results:
 - ✓ Establish a competitive position overall and for all jobs.
 - ✓ Make the entry levels competitive.
 - ✓ Bring the ranges in line with the markets.



Implementation

- ✓ The recommended implementation target date is set for October 2022.
- ✓ All employees are brought at least to range minimums.
- ✓ In-range equity adjustments are suggested to bring salaries to market.
- ✓ Implementation transition costs are on the following page:



Estimated Annualized Implementation Costs

Total of 353 Positions	<u>Annualized</u> Impact
Adjustment to Minimums (80 people)	\$ 195,420
Employee equity adjustments to market (265 people).	\$ 1,610,972
Total Annualized Cost of Adjustments	\$1,806,392
Number of people with adjustments of any kind (not adjusted: 83, as their salaries are at or beyond market)	270
Change in Total Payroll for included positions	9.97 %



Transition Plan

Next steps include the following:

- ✓ Adopt the new compensation plan structure and ranges.
- ✓ Adopt the classification levels.
- ✓ Administrative assignment of incumbents to classifications.
- ✓ Implement new structure and market adjustments.



AN ORDER OF THE COMMISSIONERS COURT OF WALKER COUNTY, TEXAS, AMENDING THE OPERATING AND PROJECTS BUDGET FOR WALKER COUNTY, TEXAS, FOR THE PERIOD OCTOBER 1, 2021 THROUGH SEPTEMBER 30, 2022; AND PROVIDING FOR AN EFFECTIVE DATE HEREOF.

WHEREAS, Commissioners Court, after final adoption of the budget, may spend county funds only in strict compliance with the budget, except in an emergency. [Texas Local Government Code § 111.010(b)], and

WHEREAS, Commissioners Court by order may amend the budget to transfer an amount budgeted for one item to another budgeted item without authorizing an emergency expenditure. [Texas Local Government Code § 111.010(d)], and

WHEREAS, Capital Projects, proceeds from debt issue and other projects and equipment replacements funded in prior budgets for the Project Fund or Capital Project Fund remain allocated until completion of the project,

WHEREAS, Special budgets for grants or aid money received by the county that are not included in this budget certified to the Commissioners Court by the County Auditor can have a special budget adopted for the limited purpose of spending the grant or aid money for its intended purpose. [Texas Local Government Code § 111.0106].

WHEREAS, Money received from intergovernmental contracts that is available for the fiscal year but not included in this budget certified to the Commissioners Court by the County Auditor can have a special budget adopted for the limited purpose of spending the revenue from intergovernmental contracts for its intended purpose. [Texas Local Government Code § 111.0107].

WHEREAS, Special budgets for revenue received after the start of the fiscal year that are not included in this budget certified to the Commissioners Court by the County Auditor can have a special budget adopted for the limited purpose of spending the revenues for general purposes or its intended purposes. [Texas Local Government Code § 111.0108].

WHEREAS, Changes in the budget may be made for county purposes [Texas Local Government Code § 111.011].

WHEREAS, the Commissioners Court now makes changes to the budget as listed on Exhibit A that it considers warranted by law or in the best interest of the county taxpayers;

NOW, THEREFORE, BE IT RESOLVED AND ORDERED BY THE COMMISSIONERS COURT OF WALKER COUNTY, TEXAS, that:

SECTION 1: Commissioners Court amends the budget for Walker County Texas for the period October 1, 2021, through September 30, 2022.

SECTION 2: This order shall take effect immediately after its passage.

PASSED AND APPROVED on this the 12th day of July, 2022

WALKER COUNTY TEXAS

Danny Pierce, County Judge

Danny Kuykendall, Commissioner Precinct 1

Ronnie White, Commissioner Precinct 2

Bill Daugette, Commissioner Precinct 3

Jimmy D. Henry, Commissioner Precinct 4

Approved as to form:

William W. Durham, Walker County District Attorney



Budget Amendment

Presented to Commissioners Court July 12, 2022

Order 2022-91 to Amend 2021-2022 Budget Under the Local Government Code Section 111.010(d) and 111.0108

Exhibit A

Amendment #11

	Budget Before Amendment	Amount of Amendment	Budget After Amendment	Explanation
General Fund Contingency	\$ 115,223	\$ (30,000)	\$ 85,223	To Planning & Development for Engineer Service Contract(\$29,000), AgriLife Extension for CPR Training (\$1,000)
General Fund Contingency-Special General	\$ 406,865	\$ -	\$ 406,865	
Centralized Costs				
Operations	\$ 673,263	\$ (9,071)	\$ 664,192	Move to Capital
Capital	\$ -	\$ 9,071	\$ 9,071	From Operations - Planning & Development Copier
County Jail				
Salaries/Other Pay/Benefits	\$ 2,611,503	\$ (33,000)	\$ 2,578,503	To Operations
Operations	\$ 715,200	\$ 33,000	\$ 748,200	From Salaries/Other Pay/Benefits
Planning & Development				
Operations	\$ 160,063	\$ 29,000	\$ 189,063	From Contingency for Engineering Services Contract
Texas AgriLife Extension Service				
Operations	\$ 33,412	\$ 1,000	\$ 34,412	From Contingency for CPR Training for Extension Agent
82210-Road and Bridge, Precinct 1				
Federal Funds	\$ -	\$ -	\$ -	
Other Revenue	\$ -	\$ -	\$ -	
Operations	\$ 1,545,031	\$ 5,926	\$ 1,550,957	Additional Carryforward
82220-Road and Bridge, Precinct 2				
Operations	\$ 1,970,968	\$ 8,145	\$ 1,979,113	Additional Carryforward
82230-Road and Bridge, Precinct 3				
Disaster Relief Funds	\$ -	\$ -	\$ -	
Other Revenue	\$ -	\$ -	\$ -	
Operations	\$ 1,488,942	\$ 14,966	\$ 1,503,908	Additional Carryforward
82240-Road and Bridge, Precinct 4				
Other Revenue	\$ -	\$ -	\$ -	
Operations	\$ 1,443,087	\$ (779)	\$ 1,442,308	Correct Prior Year Carryforward
Projects Fund				
105.79915.49990 County Jail Plumbing Project	\$ -	\$ 120,000	\$ 120,000	From Projects Contingency
105.79990.19990 Projects Contingency	\$ 618,839	\$ (120,000)	\$ 498,839	To Projects County Jail Plumbing Project
Grants				
Fund 615 - Adult Basic Supervision	\$ 321,132	\$ 7,764	\$ 328,896	One Time Funding for Shredding Machines



ARP Allocation and Spending Plan

119.78102.18119 ARP Funds Administration - Grant Works	\$	538,603	\$	(280,418)	\$	258,185
119.80106.48119 Storm Shelter Chiller	\$	120,416	\$	-	\$	120,416
119.80107.48119 Law enforcement mobile devices	\$	158,781	\$	-	\$	158,781
119.80108.48119 EMS Equipment	\$	371,430	\$	-	\$	371,430
119.77400.69940 Contract-TriCounty Behavioral HealthCare	\$	686,190	\$	-	\$	686,190
119.77405.69940 Contract-Huntsville Memorial Hospital	\$	364,000	\$	-	\$	364,000
119.77111.49940 Contract-Walker County Emergency Services District	\$	233,524	\$	(233,524)	\$	-
Security at County Jail Facility	\$	371,612	\$	453,942	\$	825,554
(2) Ambulances	\$	520,000	\$	60,000	\$	580,000
Electronic citation devices	\$	217,500	\$	-	\$	217,500
119.80108.48119 Lucas Chest Compression Devices(10)	\$	138,282	\$	-	\$	138,282
Expansion/Improvement -OEM	\$	325,000	\$	-	\$	325,000
119.80108.48119 EMS Ventilators(8)	\$	128,423	\$	-	\$	128,423
Operations Public Safety Salaries	\$	10,000,000	\$	-	\$	10,000,000
	\$	14,173,761	\$	-	\$	14,173,761

Contingency-Special Projects

Remaining for Allocation	\$	-	\$	-	\$	-
Transfer to Capital Improvement Fund	\$	5,000,000	\$	-	\$	5,000,000
Transfer to CIP Fund - IT Improvements	\$	500,000	\$	-	\$	500,000
Strategic Planning/Capital Improvement Planning	\$	50,000	\$	-	\$	50,000
Transfer to Road and Bridge Fund	\$	800,000	\$	-	\$	800,000
Transfer to Central Dispatch	\$	500,000	\$	-	\$	500,000
Security at County Jail Facility	\$	628,388	\$	(233,524)	\$	394,864
Contract-A Time to Read Program	\$	19,998	\$	-	\$	19,998
Contract-Boys & Girls Adult Training	\$	203,800	\$	-	\$	203,800
Contract-Samuel Houston Museum	\$	80,200	\$	-	\$	80,200
Contract-Senior Center of Walker County	\$	112,385	\$	-	\$	112,385
Jury Software	\$	67,809	\$	-	\$	67,809
EMS-Add Exchange- (Email) licenses	\$	2,942	\$	-	\$	2,942
EMS equipment and ambulance upfits	\$	87,531	\$	-	\$	87,531
CDA Add Prosecutor Multi-Year Funding	\$	369,875	\$	-	\$	369,875
Walker County SUD Road/Utilities	\$	58,361	\$	-	\$	58,361
Security at Court House	\$	150,000	\$	-	\$	150,000
Law Enforcement - Radios	\$	355,469	\$	-	\$	355,469
Radios (\$70,000 Multi Key Programmer + \$8,634 Jail	\$	78,634	\$	-	\$	78,634
EMS Pagers	\$	6,120	\$	-	\$	6,120
Hearts Museum Irrigation System & HVAC Contract	\$	16,575	\$	-	\$	16,575
Vest for Law Enforcement	\$	3,500	\$	-	\$	3,500
3 WatchGuard Video Systems	\$	6,500	\$	-	\$	6,500
Sheriff Dept. Genetec Software 3 years*\$17,000	\$	51,000	\$	-	\$	51,000
Sheriff Dept. 50 Medical Kits	\$	30,000	\$	-	\$	30,000
Sheriff Dept. 13 iPad	\$	24,641	\$	-	\$	24,641
Constable - 1 iPad	\$	1,895	\$	-	\$	1,895
Planning /Development (3) portable workstations-M	\$	5,592	\$	-	\$	5,592
Small Equipment at County Jail	\$	22,234	\$	-	\$	22,234
PC's at CDA office	\$	6,162	\$	-	\$	6,162
Courthouse roof repairs	\$	85,000	\$	-	\$	85,000
Replacement windows at Annex	\$	86,550	\$	-	\$	86,550
Equipment and Vehicles CP ESD3	\$	165,639	\$	-	\$	165,639
Training for the EMS department	\$	100,000	\$	-	\$	100,000
Water System Improvements-Walker County SUD	\$	75,000	\$	-	\$	75,000
Water System Improvements-Riverside SUD	\$	75,000	\$	-	\$	75,000
Water System Improvements-Phelps SUD	\$	75,000	\$	-	\$	75,000
Contract-Walker County Emergency Services District	\$	-	\$	233,524	\$	233,524
(3) Intubation Kits \$1,500, ESD2	\$	1,500	\$	-	\$	1,500
(10) Oxygen Bottles \$1,500, or equiv ESD2	\$	1,000	\$	-	\$	1,000
(2) Medical Bags \$700, or equiv ESD2	\$	700	\$	-	\$	700
Good Shepard Mission	\$	80,000	\$	-	\$	80,000
Courthouse Christmas Lights	\$	15,000	\$	-	\$	15,000
Total Budget Special Allocation	\$	10,000,000	\$	-	\$	10,000,000

Strategic Planning Project

Walker County is desiring to adopt a mission statement, vision statement, and organizational goals, and strategic initiative list that will serve as a foundation for planning and budgeting.

Walker County would like to develop its first formalized strategic plan and money has been allocated in the budget for a facilitator to guide Commissioners Court in this process.

The facilitator's primary role is to navigate the Commissioner Court in their decisions and develop a final formal plan document. The facilitator second role will be guiding department heads and elected officials in development of their first year objectives and performance measures. These measures will be utilized for departmental budgeting and must tie to the organizational goals as defined. The third initiative is in working with the public to get its' input in preparative of a list of strategic priorities. Each of the three initiatives may be addressed separately.

Walker County is not looking for a cookie-cutter document expressing lofty, unrealistic, ideas but a document that is a working document primarily focusing on core services and county mandates set out by the Texas Legislature. The document should represent who we are as a non-wealthy, semi-rural, growing and changing county, adjacent to two of the larger counties in Texas. The plan is to be representative of the vision of the Commissioners Court that will be adopting and working with this plan.

In the past, development generally was single family in the county or developments that covered a 10 plus year build out, or inside the city limits where the city handled the permits and inspection. Now as people are moving from the larger metropolitan areas of Harris and Montgomery County, Counties we are seeing developments with rapid build outs.

Walker County recognizes that our current environment is in a period of rapid change in our growth and development patterns, inflationary pressures, requests for additional funding needed for Emergency Medical Services, increased needs in our public safety areas, need for expanded Road and Bridge project money, demands on our Court and Judicial systems, aging building, and our need for internal support systems, added to the Texas legislature continuing to pass additional mandates to the County level, a strategic plan is a necessary component of our increased need for planning.

Knowing this, the need is evolving from an environment that can maintain and improve services at the No-New-Revenue tax rate to an environment that could likely require new revenues to meet core needs and expectations of the community.

In the past, goals were adopted as part of the budget based on a consensus of goals, generally very similar each year. This year in the preliminary budget planning, an example mission and vision statement were presented and a preliminary outline of organization goals based on the types of goals seen in prior year budgets. Commissioners Court will be thinking along these lines and reviewing other entities websites to get an idea of what other entities have done.

Because of the desire to move forward with this process as part of the current budget process, use of cooperative purchasing agreements is the recommended source for solicitation of proposals.

The following was part of the preliminary budget discussion. Continued on the next page---

Organizational Goals

- Fiscal responsibility and transparency - Financial responsibility and transparency in budgeting, tax rate management, adequate reserves and contingency planning
- Planning for now, the future and planning for growth and development in a responsible manner - Building on short term and long term planning processes to guide decisions through formalized planning documents, policies, performing need assessments, preparing and managing vehicle and equipment replacement schedules, preparing master plans for EMS and public safety, a capital improvement budget, and maintaining development policies
- Providing for consistent and effective service at the needed levels and meeting statutory mandates - with a focus on the mandated services and core services including public safety, emergency management, and emergency medical (EMS), road maintenance, and community services
- Continual improvement of internal operations in the providing of services and mandates
- Managing assets, resources and technology to support a consistent level of service and ability of the department to meet their core services, statutory duties and mandates- Maintaining a consistent level of service to the community, meeting statutory mandates, acquiring, maintaining and improving IT hardware, software and infrastructure focusing on security of information and continuity of government, maintaining, improving and extending the life of facilities through maintenance and major repairs and acquiring, replacing and maintaining vehicles and equipment based on need, usability and condition of assets
- Maintain quality workforce - Maintain salary and benefit plans to be competitive with other local employers to attract and retain qualified employees