

TO: Honorable Mayor and Members of the City Council
From: Paul A. Hofmann, City Manager
Date: January 14, 2022
Subject: Weekly Memo, January 10 – January 14, 2022



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January 17 City Holiday

City Offices will be closed on Monday in honor of Martin Luther King, Jr.

MLK Celebration January 17, 2022

The City of Bastrop will be hosting the Bastrop County Martin Luther King Jr. Holiday Commission's Martin Luther King, Jr. Walk and Celebration on January 17, 2022. The walk will begin at 10:00 am at the Paul Quinn AME and will visit several historical sites before ending at the Bastrop Convention Center. The Virtual Program will begin at 11:30.

Fire Danger this weekend

Bastrop Fire Department has increased staffing level this weekend in response to Saturday weather forecasts. The National Weather Service predicts strong winds and low humidity on top of dry conditions.

Certificate of Achievement

The Government Finance Officers Association has awarded to the City a Certificate of Achievement for Excellence in Financial Reporting for the financial report for fiscal year ended September 30, 2021.

This is the 10th year in a row the City of Bastrop has received this award.

Texas Town and City Magazine future article

The Texas Municipal League recently sent a call for articles for their March edition of Texas Town and City Magazine focusing on economic development. We suggested an article on the City of Bastrop's strategic steps toward fiscal sustainability by following our comprehensive plan and implementing Council's focus areas. TML has responded saying they would like to feature our story. We are working with them on the actual content and are very pleased to have other cities learn and benefit from our experience.

Information provided to Diversity and Inclusion Task Force

Cheryl Lee has asked that several topics be discussed by the City Manager's Task Force on Diversity and Inclusion. Attached is a memorandum providing information on each topic in anticipation of the next meeting of the task force.

Candidate Orientation

Council candidates Cheryl Lee and Kevin Plunkett were provided a candidate orientation on January 13. The orientation covered the basics of our form of government, the city organization, how we communicate with Council and the public, and various topics of particular interest. Assistant City Managers Job and

Gleason and City Secretary Franklin participated and helped answer questions. The presentation materials are attached.

Hazard Mitigation Grants

City of Bastrop will be advertising a Request for Qualifications for engineering and architectural services for the following projects:

- Riverbank Stabilization
- Emergency Generators (for City Hall, Fire Station 1, Fire Station 2, and the Convention Center)
- Blakey Lane Extension
- Westside Fire Station

The professional services being sought are to assist with pre-award and post-award engineering or architectural services for projects if funded by the Federal Emergency Management Agency (FEMA). The Statement of Qualifications received will be evaluated against a set of criteria by a selection committee consisting of City staff. We will also be advertising a Request for Proposals for grant administration to assist with the projects above.

Waste Connections Recycle Processor Facility

The Balcones Recycle Center was down earlier this week due to a fire but is now back up and running. This week is our current recycle week; and the service to our customers was not interrupted. Our contractor, Waste Connections, has needed to dispose of some of the materials set out for recycling for this week and wanted us to be aware of this situation.

Time out of Office

I'm providing ethics training at a Texas City Management Association training session in Austin on Thursday January 27.

My wife and I have planned a trip the week of February 14, 2022.

Future Agenda Items

January 25, 2022

- Mayor's State of the City Address Video
- Economic Development Policy Direction
- Appointment of Youth Advisory Council
- Building Inspection Contracts
- 2021 Racial Profiling Report
- Legends Cove Public Improvements Plan
- Call May 7 Election
- Election Contracts

February 8, 2022

- Loop 150 Corridor/Old Iron Bridge professional services

Attachments

Certificate of Achievement from Government Finance Officers Association

Information Provided to Diversity and Inclusion Task Force

Candidate Orientation Presentation

Household Hazardous Waste Flyer

TML Legislative Update #02



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Bastrop
Texas**

For its Annual Comprehensive
Financial Report
For the Fiscal Year Ended

September 30, 2020

Christopher P. Morill

Executive Director/CEO



**The Government Finance Officers Association of
the United States and Canada**

presents this

AWARD OF FINANCIAL REPORTING ACHIEVEMENT

to

Finance Department
City of Bastrop, Texas



The Award of Financial Reporting Achievement is presented by the Government Finance Officers Association to the department or individual designated as instrumental in the government unit achieving a Certificate of Achievement for Excellence in Financial Reporting. A Certificate of Achievement is presented to those government units whose annual financial reports are judged to adhere to program standards and represents the highest award in government financial reporting.

Executive Director

Christopher P. Morrill

Date: 1/12/2022

TO: Diversity and Inclusion Task Force
From: Paul A. Hofmann, City Manager
Date: January 12, 2022
Subject: Questions from Cheryl Lee



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On December 16, 2021, Ms. Lee submitted items to be added to the agenda for the next meeting of the Diversity and Inclusion (D&I) Task Force. Those items were:

1. Discussion on Defining the Purpose, Goals, and Objectives of the D&I Committee
2. A YTD Update on the current City Employee Composition and Applicant Ethnicity Group Report
3. Revisit Data on Population and Demographics in Bastrop, Texas (Historical Data would be beneficial) to discuss why people of color are leaving or not choosing Bastrop as a place to live
4. Update on Leadership Development for City Staff
5. Discussion on Marketing Approaches to achieve the goals of D&I and enhance messaging in our community
6. Update and/or discussion on how the City plans to seek diverse input into the Parks and Recreation Master Plan
7. Update on the proposed Youth Advisory Council
8. How can we incorporate management of social media in terms of protecting our community from antagonistic and hateful rhetoric into our committee goals and objectives

In order to prepare for the next Task Force Meeting in February, I have prepared responses for each of the items on Ms. Lee's list. Those responses are attached.

I appreciate the opportunity to work with you. Please let me know of comments or questions.

1. Discussion on Defining the Purpose, Goals, and Objectives of the D&I Committee

As a task force of the City Manager, the scope of the Task Force's purview is necessarily limited by the boundaries of the City Manager's authority. The City Manager, however, has significant authority over areas of City government that would greatly benefit from the insights and observations of the Task Force. Of particular importance is the City Manager's responsibilities for recruiting, hiring, retention, evaluation of personnel, and to ensure the fair and equitable delivery of City services.

Other topics of interest have been identified by members of the Task Force that are unfortunately outside of the City Manager's authority. If the hope is to pursue topics that are outside of the authorities granted to the City Manager by City Charter, Task Force members need to find a different forum to pursue those subjects as it would be inappropriate for a task force of the City Manager to do so.

Real progress has been made by the Task Force so far. Attached is an "Outline of Action Steps" discussed with the Task Force on September 27, 2021, that are now being taken by the City. These steps address recruiting, evaluation of applications, and the interview process, and are the result of suggestions made by Task Force members.

Future discussions on City communications, engagement, and programing are planned and will be beneficial.

2. A YTD Update on the current City Employee Composition and Applicant Ethnicity Group Report

Please refer to the Applicant Ethnicity Group Report as part of this report.

3. Revisit Data on Population and Demographics in Bastrop, Texas (Historical Data would be beneficial) to discuss why people of color are leaving or not choosing Bastrop as a place to live

We look forward to hearing the Task Force's thoughts on how to approach this at our next meeting. Unfortunately, the City has limited access to historical data.

4. Update on Leadership Development for City Staff

The City Managers and Department Directors started an extensive Leadership Training Program with facilitator Pamela Benson, CEO of Edge of Your Seat Consulting, Inc., in November of last year. These trainings will continue into Fiscal Year 2023. The following is a timeline of the trainings that have been received:

- November 8, 2021: Lunch & Learn with Pamela Benson

This consisted of an introduction to Pamela and her background with an overview of what these trainings hope to accomplish, which is exemplary internal customer service as well as external customer service.

- November 15, 2021: The Leadership Lens

This was an interactive primer session for our leadership team to explore how well they are leading, leveraging, and leaving that which is not helpful alone. During this session our leaders were asked to rank their leadership effectiveness on a scale and to explore strategies and tools that will help them create a simple action plan of what they will start, stop, and continue doing.

- December 13, 2021: The Leadership Landscape

There is no such thing as balance for leaders. As a matter of fact, trying to attempt balance can create even more stress and performance pressures. This interactive session focused on how to create more work/life integration, how to identify what is truly urgent and what is important, how to reset and recalibrate expectations in a way that provides more opportunities to be responsive and reflective in our leadership. Our leadership team got insight on how competencies that are relevant now may continuously change and how to apply them in a way that creates a more sustainable model of work/life integration.

- January 10, 2022: The Courage Playbook

This was an interactive session where our leadership team explored what challenges them when it comes to operating from a place of courage and decisiveness, realizing that sometimes courage is loud and sometimes it can also be quiet. This was also a session that explored what our leadership teams core values are and how that has a direct impact on how they interact with co-workers, council, and the public. We discussed how treating people with equity does not mean treating them the same, what one person needs in the form of communication may differ from what another person needs. This session also explored what leaders may need in order to have the courage to do and be and also to NOT do and NOT be.

- Timeline of Future Trainings:

February 7, 2022: Have a Nice Conflict – Communication is fun, until it's not.

This will be an interactive session that will focus on strategies, tips and tools to help leaders strengthen communication and feedback when there is a disconnect, misunderstanding or conflict.

- Summary Report from Survey and Recommendations

After results of the survey are completed and compiled, the consultant will prepare a summary report to be shared with the leadership team to include recommendations on the overall approach in creating a DEI strategy plan, strategic framing around communication, and support norms around involvement and commitment to the DEI efforts, to include strategy for an organizational calibrated and paced “roll out” plan.

- Continued customized training classes in a three-part series:

1. Cultural Competency

We will explore the concept of culture within the context of the organization, how each individual shows up within their own context, and how to leverage that in a powerful way. How to receive guests into the space in a genuine way, what to “look for” when it comes to creating inclusive space.

2. Unconscious Bias/Microaggressions

We will explore the concept of how unconscious bias “seeps in” and how to identify it, course correct it, and understanding the lasting impact of it as it relates to working alongside co-workers.

3. Stereotypes/Discrimination/Oppression

Explore stereotypes and how they permeate culture, create systemic disconnects and perpetuate marginalization.

5. Discussion on Marketing Approaches to achieve the goals of D&I and enhance messaging in our community

At the last Diversity & Inclusion Task Force meeting, we went over our Communication Framework. The Framework is simply a tool used to formulate messages. It helps the team decide what to communicate, when to communicate, where to communicate, and how to communicate. It is not meant to help us achieve our goals of diversity and inclusion in messaging, and honestly, a framework wouldn't include that granular level of planning. Our goal in sharing the Framework was to begin the conversation with the Task Force and get into the weeds together on how we needed to adjust the what, when, where, or how to begin building new relationships or mending old through two-way communication. The big takeaways are that Council decides what our communication priorities are through their 9 Focus Areas. From there our goals are to (1) Focus on effective, efficient communication and community engagement; (2) Cultivate the brands; (3) Engage with growth; and (4) Increase quality engagement that fosters inclusion. The last and most important step - all of that must be done with excellence, professionalism, intentionalism, and honesty. From there is where we need the Task Force's partnership in working with us on how to achieve all that in a more authentic and meaningful way with larger numbers of different sectors of our population. Much like the way that the Youth Advisory Council (YAC) is working with us on developing and implementing a plan for Youth Engagement, we are hoping the Task Force is open to helping us do the same.

6. Update and/or discussion on how the City plans to seek diverse input into the Parks and Recreation Master Plan

The City is thankful that through a partnership with St. David's foundation, we will be able to hire a Diversity & Inclusivity (D&I) Specialist to work with our Parks and Recreation Master Plan consultant in the creation of an engagement plan. Our intention in hiring a Specialist is to bring to the City new techniques and approaches to engaging with historically underserved communities so that we may be able to build new relationships and strengthen existing ones. We understand no one will be able to engage our community in a way that community members already out there are able to, so the Specialist will serve as a resource in development of that engagement plan to help us grow in how to specifically engage those historically underserved communities. At this point in time, we are hoping to build a network of community stakeholders that will provide our Specialist vital information on the actual workings of our community. From there an engagement plan will be written and then implemented by those same stakeholders. It is important to us that the needs assessment portion ensures feedback from all sectors of our community with emphasis placed on those who have been traditionally underserved in our community. For the City of Bastrop, this Master Plan represents an opportunity to begin conversations with groups that we hope do not end with the completion of the Master Plan. The City is committed to engaging with historically underserved groups in the community, but also committed to continually learning and adjusting based on what we learn throughout this process and as relationships evolve.

7. Update on the proposed Youth Advisory Council

In December of 2017, the Bastrop City Council created the Youth Advisory Council (YAC) to include 12 students from 9th - 12th grade that either attend a BISD school or, are a registered home school student within the school district boundaries. The group was just beginning to build momentum when COVID hit, forcing it into a nearly two-year hiatus. At the beginning of this school year, BISD approached the City about restarting the group. The group has three main focuses since returning from hiatus, community education, youth engagement, and an annual project to create legacy and investment in their community. For community engagement, the group learns about a certain sector of the City from that department Director and is then able to ask questions. They are gathering information on projects and initiatives to be pushed out through "student takeovers" of social media that will begin at the end of this month. Concerning youth engagement, the students are working on brainstorming and drafting guidance on increasing youth engagement with the City, both through their ideas and through boots on the ground projects. Lastly, this year's YAC group has chosen a mural Downtown as their legacy project. They are working through the details of the where, what, and how, and are currently talking through the themes and values they want encompassed in the mural.

8. How can we incorporate management of social media in terms of protecting our community from antagonistic and hateful rhetoric into our committee goals and objectives

Social media management, particularly rhetoric, is an important task for any government organization. As we know, the government cannot infringe or silence any person's First Amendment rights. The courts even speak to the government's inability to "chill" that First Amendment right for protected groups. Let's consider the Facebook pages of the City. The First Amendment allows persons to post hateful and painful speech on our Facebook pages, whether about a decision made, an elected official, and even City staff. In general, this speech cannot be removed or censored, and must remain visible whether it is factual or not. Deleting or hiding the comments violates the author's First Amendment rights, allows for potential litigation, and contradicts the government's oath to protect the First Amendment. However, protecting First Amendment speech does not mean we have to provide a platform. The City attempts to proactively manage our social media pages by not providing a platform for antagonistic and hateful rhetoric by being truthful, positive, humble, and engaging. From our Communication Foundation, it is imperative that we demonstrate neutrality, remain appropriate to our role (which for the City centers around our duties to not impede the First Amendment or advocate for an outcome - rather provide equal access to the process), demonstrate diplomacy, and maintain decorum at all times.

Hate incidents involve behaviors that are not criminal acts, though motivated by bias against a victim's race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), ethnic/national origin, age, disability, or genetic information. These hate incidents, including hostile or hateful speech or other disrespectful/discriminatory behavior, may be motivated by bias, are disgusting, and harmful to our community, but under the law, that does not rise to the level of a crime. They become crimes only when they intentionally, effectively, and immediately provoke perpetrators to commit actual violence against persons or property, or if they place a potential victim in reasonable fear of imminent physical injury. This means that rhetoric rises to the level of a crime two ways, either (1) when the incident provokes someone to commit actual violence that hits all three of being intentional, effective, and immediate; or, (2) the incident causes ordinary fear in a potential victim that danger is certain and immediate. The law as written places a very high standard on when a hate incident triggers a crime through the need to prove all of these multiple elements. If one element is missing, then the law says there is no crime. We as the government, including the Police Department, should thoroughly document evidence in all bias-motivated incidents to ensure we are able to link when all elements are met and thus a crime triggered. The City can help defuse potentially dangerous situations and prevent bias-motivated criminal behavior by responding to and reporting bias-motivated speech or behavior, even if it does not rise to the level of a criminal offense. Being said, this action must be completed in such a way as to ensure that the government protects and does not infringe on the First Amendment rights of another, or it opens the City to serious liability.

The Bastrop Police Department is limited in ability to monitor social media. Instead, we rely on fusion centers including the Texas DPS Fusion Center. In addition to the intelligence fusion centers provide, we rely on their subject matter experts and their training regarding extremism, hate, violence, and separatism. For example, when the White Lives Matter group was coming to Bastrop, we were able to utilize a fusion center in Dallas to monitor their plans and goals to include habitual criminal activity. Five agencies staffed accordingly to show police presence on the day of the protest. This action deterred about seventy-five persons from coming into the City from outside our community to spread hate and plant seeds of distrust.

Diversity and Inclusion Task Force
Outline of Action Steps
September 27, 2021

Improved Recruiting

- Multi-ethnic marketing, materials printed in Spanish
- Social media job postings, use of municipal channel
- More broadly advertise open positions, including:
 - African-American Career World Magazine
 - Hispanic Career World Magazine
- Inform stakeholders and networks of openings, including City Boards/Commissions
- Create and utilize new networks, keep them informed of vacant City positions:
 - Alumni of historically black colleges
 - Local churches
 - City of Bastrop police chaplains
- Continue to utilize cadet hiring program, focus on diverse candidates
- Create City of Bastrop “employer of choice” cross-functional team:
 - Diverse membership, members below department head level
 - Charged with evaluating City as “employer of choice”, making recommendations

Improved evaluation of applicant qualifications and interview process

- Continue to review qualifications before posting any positions, check for applicability and relevancy
- Department Directors to review every complete application
- Department Directors to meet every candidate prior to conditional offer
- City Manager to approve all conditional offers
- City Manager and Department Directors to review applications for supervisory positions
- No candidate rejected for being “overqualified”
- Candidates to be notified of how interviews will be conducted
- Priority on diverse interview panels: ethnicity, gender, multiple departments

Priority on inclusivity in all messaging and communications

- Stakeholder meetings and event coordination
- Future Task Force meetings to include discussion on:
 - City Communications and Messaging Strategy (attached)
 - Effectiveness of City Communications, Engagement, and Programming Efforts
 - Effectiveness of City’s use of various platforms, networks, and emergency messaging

Future Recreation Programming

- Proactively seek diverse input into Parks and Recreation Master Plan needs assessment process
- Utilize Youth Advisory Council to oversee youth input into the Master Plan needs assessment process

City of Bastrop Leadership Development

Facilitated discussions on being bold and confident humble servant leaders

Communication & Messaging Foundation

Be Excellent

- MAINTAIN DECORUM
- PRODUCE QUALITY
 - BE TIMELY
- REMAIN CONSISTENT
- DEMONSTRATE DIPLOMACY
- COMMUNICATE EFFECTIVELY
- PRIORITIZE THE VITAL FEW

Be Intentional

- EMPLOY NETWORKS
- TARGET THE DISENGAGED
- PROMOTE CITY OVER DEPARTMENTS
- UTILIZE PLATFORMS
- PRODUCE READABLE CONTENT
- CONNECT THE DOTS
- HUMANIZE THE CITY
- SHOWCASE EVENTS

Be Professional

- NOTIFY COUNCIL FIRST
- DEMONSTRATE NEUTRALITY
- ADVOCATE PROCESS, NOT OUTCOME
- REMAIN APPROPRIATE TO OUR ROLE AND AUTHORITY
 - BE RESPECTFUL

Be Truthful

- FACE THE TRUTH
 - DON'T SPIN
- PROVIDE FULL CONTEXT
 - CITE SOURCES
- IF IT'S IMPORTANT IT GOES IN THE QUARTERLY REPORT
 - STAY RESPECTFUL

**BEYOND
TRANSPARENCY**

Communication Framework

9 Focus Areas

GOALS

1. Focus on effective, efficient communication & community engagement
2. Cultivate the brands
3. Engage with growth
4. Increase quality engagement that fosters inclusion

MESSAGING FOUNDATION

BE EXCELLENT BE PROFESSIONAL BE INTENTIONAL BE TRUTHFUL

PARTNERS & NETWORKS

STAKEHOLDERS
ASSETS
NON-PROFITS
CIVIC ASSOCIATIONS
PLACES OF WORSHIP

PLATFORMS

- SOCIAL MEDIA
- EVERBRIDGE
- CITY WEBSITE
- PODCAST
- EMAIL
- DIRECT MAIL
- MYGOV
- WEEKLY MEMO
- QUARTERLY REPORTS
- CITY COUNCIL MEETINGS
- MUNICIPAL CHANNEL
- MAYOR'S BLOG
- BOARDS & COMMISSIONS
- YOUTUBE
- PRESS RELEASES

AUDIENCES

AFFECTED PUBLIC GENERAL PUBLIC CITY COUNCIL INTERNAL (CSET)



Bastrop City Council

FOCUS AREAS

Communication

Support and enhance open 2-way communication between the City and its residents and businesses.

Community Safety

Keep citizens, businesses, and visitors safe.

Economic Vitality

Create sustainability by leveraging tourism, infrastructure renewal and investment; enhancing public/private partnerships; efficient planning and development processes; and fostering an inclusive and diverse environment that encourages entrepreneurial ventures.

Fiscal Responsibility

Prepare and manage budget; fiduciary responsibility.

Manage Growth

Plan for and manage growth, development, and redevelopment to maintain Bastrop's unique feel and character.

Multi-Modal Mobility

Improved mobility for all modes of transportation; manage traffic congestion.

Organizational Excellence

Organize governance; progressive operational efficiency through continuous employee and user training; employee and citizen volunteer recognition.

Uniquely Bastrop

Maintain and enhance our historic community feel by leveraging the unique combination of community, parks, cultural and recreational assets that make Bastrop a special place to live and work.

Unique Environment

Continue beautification of natural areas, green spaces, and the river.



A YTD Update on the current City Employee Composition and Applicant Ethnicity Group Report

Current City Employees Composition											
January 7, 2022											
Total Current Employees	Gender	Total	% of Employees by Gender	White	% of Employees (White)	Black	% of Employees (Black)	Hispanic	% of Employees (Hispanic)	American Indian / Alaskan Native	Asian / Pacific Islander
128	Male	76	59.38%	47	36.72%	4	3.13%	25	19.53%	0	0
	Female	52	40.62%	38	29.69%	3	2.34%	11	8.59%	0	0
	Total	128	100%	85	66.41%	7	5.47%	36	28.12%	0	0

City of Bastrop

Bastrop County

	Population Change	
	Trade Area built from components	Percent Change
2000 Census	5,513	
2010 Census	7,218	30.93%
2016 Projection	8,672	20.14%
2021 Projection	9,345	7.76%

	Population Change	
	Trade Area built from components	Percent Change
2000 Census	57,727	50.90%
2010 Census	74,171	28.50%
2016 Projection	77,213	4.10%
2021 Projection	78,549	1.70%

	Population by Race (2016)	
	Trade Area built from components	Percent
White	6,821	78.66%
Black	850	9.80%
Asian	144	1.66%
Native American	61	0.70%
Hawaiian / Pacific Islander	3	0.03%
Two or More	263	3.03%
Other Race	530	6.11%
Total	8,672	99.99%

	Population by Race (2016)	
	Trade Area built from components	Percent
White	55,882	72.40%
Black	6,207	8.00%
Asian	774	1.00%
Native American	759	1.00%
Hawaiian / Pacific Islander	66	0.10%
Two or More	2,401	3.10%
Other Race	11,124	14.40%
Total	77,213	100.00%

Hispanic Population (2016)		
Trade Area built from components	Percent	
Hispanic	2,091	24.11%
Not Hispanic	6,581	75.89%
Total	8,672	100.00%

Hispanic Population (2016)		
Trade Area built from components	Percent	
Hispanic	27,030	35.00%
Not Hispanic	50,183	65.00%
Total	77,213	100.00%

APPLICANT ETHNICITY GROUP REPORT				
	01/01/2020 - 12/31/2020		01/01/2021 - 12/31/2021	
Total Applicants	541		773	
Ethnic Group	No. of Applications	Percent of Total Applicants	No. of Applications	Percent of Total Applicants
Black or African American	29	5.36%	42	5.43%
Hispanic or Latino	121	22.37%	152	19.66%
American Indian or Alaska Native	1	0.18%	7	0.91%
Asian	9	1.66%	6	0.78%
Native Hawaiian - Pacific Islander	1	0.18%	1	0.13%
White	306	56.56%	461	59.64%
2 or more Ethnic Origins	14	2.59%	20	2.59%
Declined to Identify	60	11.09%	84	10.87%

Total FTEs as of 01/07/2022	129		128	
	No. of Employees	Percent of Total FTEs	No. of Employees	Percent of Total FTEs
White Employees	89	68.99%	85	66.41%
Hispanic or Latino Employees	33	25.58%	36	28.13%
African American Employees	7	5.43%	7	5.47%

City of Bastrop Candidate Orientation

- January 13, 2022
- Paul A. Hofmann, City Manager



City of Bastrop Candidate Orientation

- Welcome and Introductions



Council/Manager Form of Government

- First City in the U.S. in 1904 (Ukiah, California)
- First in Texas in 1913 (Amarillo)
- Must be Home Rule City (established by City Charter)
- 1224 Texas Cities
- 375 Home Rule Cities, 349 with Council/Manager Plan
- Bastrop became Home Rule in 2002



Governance Overview

ROLE OF COUNCIL

- Legislation/Policy
- Budget/Appropriation
- Selection of City Manager, City Attorney, Judges, Prosecutor
- Appointment of Boards and Commissions (Mayor's appointments confirmed by Council)

There are varying approaches to the appointment of City Attorney, City Secretary/City Clerk and other positions



Governance Overview

ROLE OF CITY MANAGER

- Enforcement/Administration of Policy
- Day to day operations/administration of contracts
- Budget Development/Financial Planning
- Professionalism, Responsiveness, Strategic Thinking



Organization Overview

REPORTING TO THE CITY MANAGER

- Assistant City Manager – Community Development
- Assistant City Manager – Community Engagement
- City Secretary
- Police Chief
- Fire Chief
- Chief Financial Officer
- Human Resources Director



Organization Overview

ASSISTANT CITY MANAGER – COMMUNITY DEVELOPMENT

- Planning
- Engineering and Capital Project Management
- Public Works
- Bastrop Power and Light



Organization Overview

ASSISTANT CITY MANAGER – COMMUNITY ENGAGEMENT

- Main Street District
- Information Technology
- Library
- Public Information
- Recreation



Citizens of Bastrop

ELECT

Mayor & City Council

Boards & Commissions

APPOINT

City Attorney

POLICY

ADMINISTRATION

City Manager

Assistant City Managers

HIRE

Engineering/
Capital Project
Management

Public
Works

Library

Police

City
Secretary

Bastrop Power
& Light

Planning

Fire

Finance

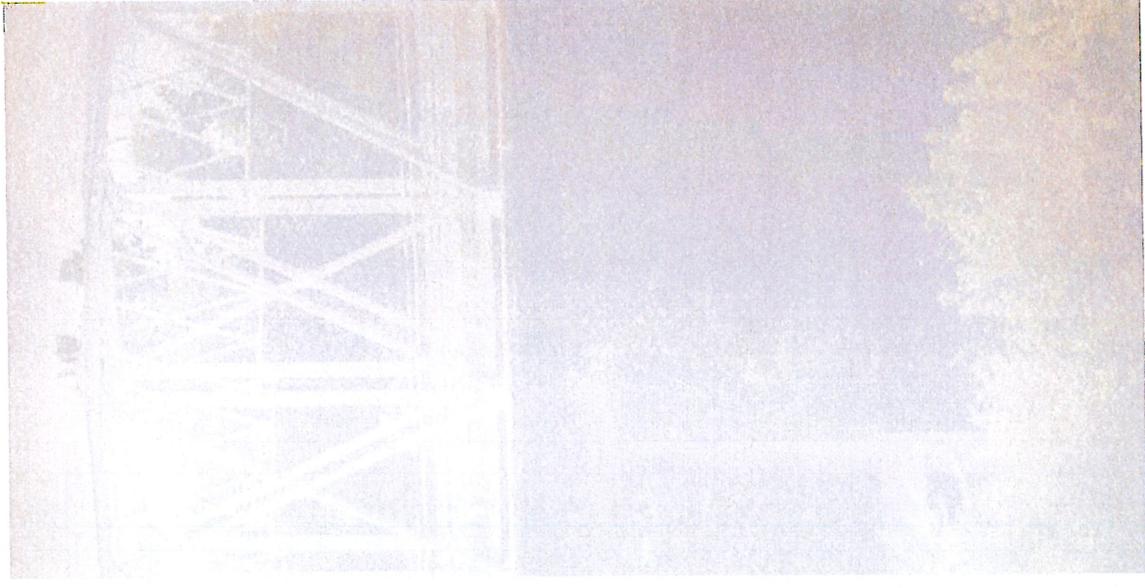
Information
Technology

Human
Resources

Main Street
District

OPERATIONS





CITY OF BASTROP

Communication & Messaging Foundation

Be Excellent

- MAINTAIN DECORUM
- PRODUCE QUALITY
 - BE TIMELY
- REMAIN CONSISTENT
- DEMONSTRATE DIPLOMACY
- COMMUNICATE EFFECTIVELY
- PRIORITIZE THE VITAL FEW

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- ADVOCATE PROCESS, NOT OUTCOME
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- BE RESPECTFUL

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- SHOWCASE EVENTS

Be Truthful

- FACE THE TRUTH
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- PROVIDE FULL CONTEXT
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- IF IT'S IMPORTANT IT GOES IN THE QUARTERLY REPORT
- STAY RESPECTFUL

BEYOND TRANSPARENCY



How we Communicate with Council

- Pre-budget Planning
- Quarterly and Monthly Reports
- Weekly Memo
- Council Meeting Agenda Packet
- When you have a constituent request
- When you need to hear it from the City Manager first
- Anytime you want to talk
- Council requests should come to the City Manager



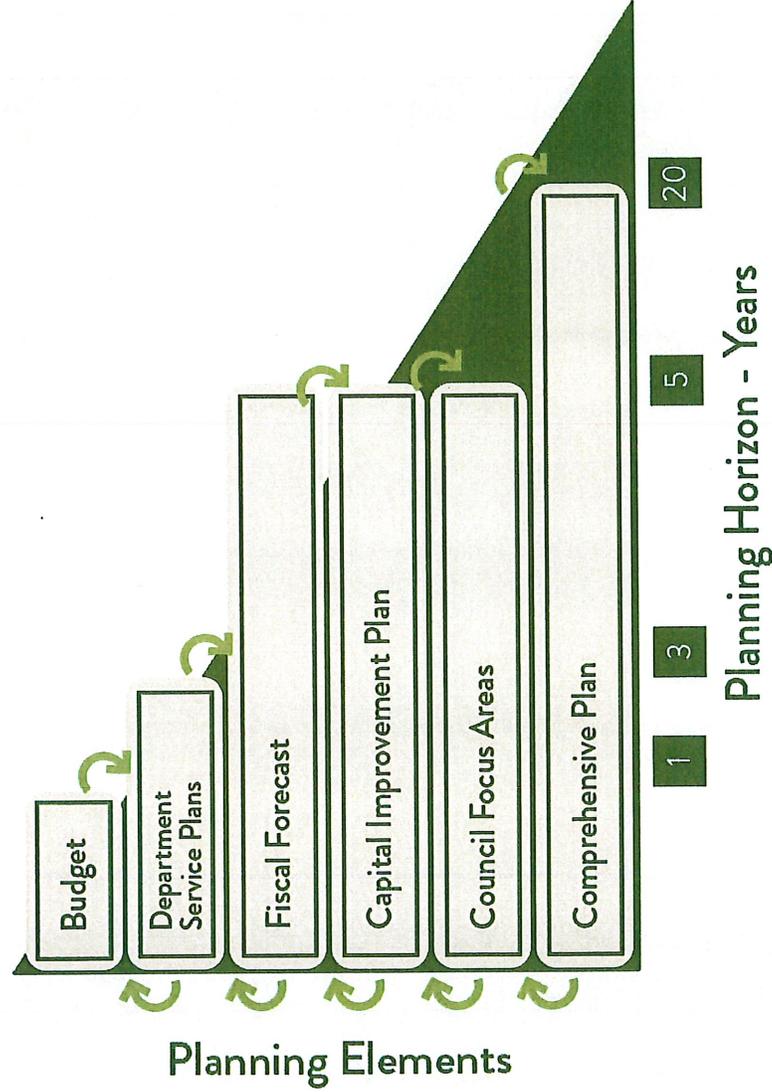
How We Communicate in General

- Media Relations
- Employees/employees as ambassadors
- Emergencies/Everbridge
- Website
- Podcast
- Social Media
- City Email
- Our Networks
- BTXN
- Mayor's Blog
- Direct Mail
- Boards and Commissions



City of Bastrop

ELEMENTS OF STRATEGIC PLANNING



City of Bastrop Operating Funds

- General Fund
- Bastrop Power and Light
- Water/Wastewater
- Capital
- Debt
- Type B sales Tax (EDC)
- Fairview Cemetery
- Hunters Crossing PID



Staff Teams

- Administrative
- Communications and Special Events
- Safety
- Data Management
- Employer of Choice



Topics of Particular Interest

- Emile Multicultural/Recreation Center Complex
- Economic Development Policy
- City Manager's Task Force on Diversity and Inclusion
- Current and Future Wastewater Treatment
- Development, especially in the ETJ
- Broadband
- Hotel at Convention Center
- Parks Master Plan
- Bond Election
- Old Iron Bridge
- Keeping Positions Filled

Other Helpful Stuff to Know

Council Rules of Procedure

Open Meetings Act/ Public Information Act

TML Opportunities

What's in the Weekly Memo

What's in the Agenda Packet

What your Boards & Commissions are doing



Information Sharing

- Your questions and my answers will be in writing and distributed to all Candidates, and will be considered public information
- Tours available



Contact Information

PAUL A. HOFMANN
City Manager

PHONE NUMBER:
512-629-2160 (cell)



BASTROP & LEE COUNTY RESIDENTS:

SAVE THE DATES!

PAINT ONLY

**JAN
15TH**

**SMITHVILLE
@ 109 TAYLOR ST**

TIRES ONLY

**MAR
19TH**

**GIDDINGS
@ 1530 S HWY 77**

FULL HHW

**MAY
21ST**

**SMITHVILLE
@ 109 TAYLOR ST**

Household Hazardous Waste includes latex & oil-based paint, household cleaners & other chemicals, fertilizers, pesticides, pool chemicals, etc.

ALL EVENTS: 9AM-NOON





Legislative UPDATE

January 14, 2022
Number 2

Texas Demographic Center to Host Webinar on U.S. Census Count Question Resolution Operation

The Texas Demographic Center will host a [webinar](#) on the U.S. Census Count Question Resolution (CQR) operation on January 27, 2022, at 10:00 a.m. The CQR provides cities an opportunity to request that the Census Bureau review their boundaries and/or housing count to correct any potential errors that may have occurred while processing the 2020 Census counts.

The webinar will provide an overview of the CQR operation and answer questions from participants. [Registration](#) is required to attend the webinar.

The Texas Demographic Center has provided an [info sheet](#) on the operation. The Census Bureau has also prepared an informative [brochure](#) and [comprehensive explanation](#) of the program.

Governor Announces Grants to Military Communities

Governor Abbott [announced](#) a round of \$15.3 million in grants from the Texas Military Preparedness Commission (TMPC) Defense Economic Adjustment Assistant Grant (DEAAG) program. The DEAAG program is a grant program that invests in infrastructure projects and other

initiatives to increase the military value in Texas military installations to help prevent any potential future Base Realignment and Closure round (BRAC) from occurring in Texas.

The following cities will receive FY2022 – 2023 DEAAAG reimbursements:

- City of Abilene: \$375,000 for 5G and Fiber Expansion at Dyess Air Force Base
- City of Corpus Christi: \$800,000 for Clear Zone Easement supporting Naval Air Station Corpus Christi
- City of Fort Worth: \$1,900,000 for Military Family Advocacy Resource Center Renovation at Naval Air Station Joint Reserve Base Fort Worth
- City of San Antonio: \$5,000,000 for Infrastructure and Force Protection Measures at Joint Base San Antonio
- City of Temple: \$5,000,000 for Microgrid at Robert Gray Army Air Field supporting Fort Hood

Lt. Governor Announces New Chair of Finance Committee

On January 11, Lt. Governor Dan Patrick announced the appointment of Senator Joan Huffman (R – Houston) as the new Chair of the Senate Committee on Finance, effective immediately. Senator Huffman will replace Senator Jane Nelson (R – Flower Mound) who announced her retirement from the Senate after 28 years of service. The Finance Chair is one of the most powerful positions in the Senate, as the Chair leads and manages efforts in composing the state’s budget. The full list of committee members can be found [here](#).

EPA to Host “Waters of the U.S.” Webinars for Local Officials

On December 7, 2021, the Environmental Protection Agency (EPA) and the U.S. Army Corps of Engineers announced [a proposed rule](#) to revise the definition of “waters of the United States.” The agencies propose to put back into place the pre-2015 definition of “waters of the United States” with updates to reflect consideration of Supreme Court decisions. The [public comment period](#) is now open and will close on **February 7, 2022**.

EPA and the Army Corps of Engineers will host two “waters of the United States” webinars for state and local officials. Registration for these events is below:

January 24, from 11am-2 pm:

<https://www.zoomgov.com/meeting/register/vJItduyhqj0qHvLoztdgOKhck69fOMu4XKw>

January 27, from 9am-12pm:

<https://www.zoomgov.com/meeting/register/vJItdeGhpzMoHLsKsbAXJeRcNq0lSuh2Dn8>

More information on the waters of the United States is available on EPA’s website [here](#) and [here](#).

Don't Forget: Mandatory Hotel Occupancy Tax Reporting

The 50-day window for reporting local hotel occupancy tax information opened January 1, 2022. The reporting deadline is **February 20, 2022**.

Tax Code Section 351.009 requires cities to file an annual report with the comptroller that includes the city's hotel occupancy tax rate, the amount of revenue generated by the tax, and the amount and percentage of the revenue spent for each of the following purposes:

- Convention or information centers
- Convention delegates registration
- Advertising to attract tourists
- Arts promotion and improvement
- Historical restoration and preservation projects
- Signage directing the public to sights and attractions

Cities have two reporting options: (1) use the comptroller's [online reporting form](#) to submit all required information; or (2) clearly post and maintain all required information on the city's website and provide the comptroller's office with a link to the information. For cities selecting the second option, the comptroller provides an [optional format template](#) to post on the city's website.

For more information, see the comptroller's hotel occupancy tax reporting [webpage](#) or contact the comptroller's transparency team by email at transparency@cpa.texas.gov or (844) 519-5676.

Don't Forget: Mandatory Eminent Domain Reporting

Legislation passed in 2015 requires cities to annually fill out a web-based form with the comptroller relating to each city's statutory eminent domain authority. Instructions for reporting can be found [here](#). The three-month reporting period began on November 1, 2021 and closes on **February 1, 2022**. However, reports may be updated at any time throughout the year. The failure to fill out the form could result in a maximum \$2,000 penalty against a city.

The entry should be, for almost every city, an update of previously filed information, including whether the city exercised its eminent domain authority in the preceding calendar year by filing a condemnation petition under Section 21.012, Property Code. This was clarified to some degree for certain cities by legislation that passed in 2021. [S.B. 157](#) provides that—for cities under 25,000 population—an annual report must be filed only if the city's eminent domain authority information has changed from the previous year. If the city's information has not changed from the previous report, the city must use the comptroller's reporting tool to confirm the accuracy of the previous information by electronically updating the filed report with the comptroller. Of course, any city that never filled out the form as required should do so now.

City officials with questions about the requirements can contact the comptroller's transparency team by email at transparency@cpa.texas.gov or (844) 519-5676.

COVID-19 Update (No. 214)

All pandemic-related updates, including information about the American Rescue Plan’s city-related provisions, will be in the [Legislative Update Newsletter](#) from now on.

ARPA Funds: Additional NEU Reporting Guidance

Recently, the U.S. Department of Treasury (Treasury) released additional reporting guidance related to ARPA funds. Non-entitlement units of government (NEUs) should have received the following information from Treasury:

“[NEUs] are not required to submit a report by January 31, 2022, and there will not be a report record available for you to do so. The first reporting deadline to submit the Project and Expenditure Report will be April 30, 2022 and annually afterwards. A Project and Expenditure Report will be made available for your city to complete ahead of the April 30, 2022 deadline.”

As a reminder, [Compliance and Reporting Guidance](#), a [Project and Expenditure Reporting User Guide](#), as well as [online webinars and additional tools](#) are available from the Treasury’s website to assist with meeting your city’s reporting requirements. Further guidance will be provided once the Treasury Portal opens this spring.

Reminder: TML Coronavirus materials are archived by date [here](#) and by subject [here](#).

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