AGENDA

CITY OF TAYLOR, TEXAS

CITY COUNCIL MEETING

CITY HALL, COUNCIL CHAMBERS, 400 PORTER STREET

JUNE 8, 2017, 6:00 P.M.

CALL TO ORDER AND DECLARE A QUORUM

INVOCATION

PLEDGE OF ALLEGIANCE

RECOGNITION

1. Recognition: Tax Assistance Volunteers. (Mayor)

ANNOUNCEMENTS

CITIZENS COMMUNICATION

(The City Council welcomes public comments on items not listed on the agenda. However, the Council cannot respond until the item is posted on a future meeting agenda. Registration forms are available at the sign in table.)

CONSENT AGENDA

(The Consent Agenda includes non-controversial and routine items that the Council may act on with one single vote. The Mayor or any Council member may pull any item from the Consent Agenda to discuss and act upon individually on the Regular Agenda.)

2. Approve Ordinance 2017-11 regarding a request to rezone 6.526 acres in the William J. Baker Survey, Abstract No. 65 from the High Density Multifamily (MF-2) and Local Business (B-1) Districts to the MF-2 High Density Multifamily District (MF-2), generally located at the Southwest corner of Mallard Lane and Davis Street. (Ashley Lumpkin)
3. Approve minutes for May 25, 2017. (Susan Brock)

REGULAR AGENDA; REVIEW/DISCUSS AND CONSIDER ACTION

4. Receive update on Flood Recovery efforts. (Pastor Jeff Ripple)
5. Consider receiving report on City Cemetery. (Noel Bernal; Thomas Longoria, Ph. D.)
6. Consider selecting a firm for design build services of the Skate Park project. (Mike DeVito)
7. Consider selecting Pfluger Builders to provide Design-Build services for the Givens Community Center renovation project in Fannie Robinson Park. (Matt Rector; Casey Sledge)
8. Discuss and consider options for improvements to the Animal Shelter. (Commander Branson)
9. Discuss and introduce issues related to development and building ordinances. (Ashley Lumpkin)
10. Receive proposed Fiscal Year 2017/2018 Budget. (Rosemarie Dennis; Isaac Turner)
11. Consider proposed future agenda topics and items for discussion. (Mayor)

ADJOURN

The Council may vote and/or act upon each of the items listed in this Agenda. The Council reserves the right to retire into executive session concerning any of the items listed on this Agenda, whenever it is considered necessary and legally justified under the Open Meetings Act including: Section 551.071 (Consult with attorney); Section 551.072 (Real Property); Section 551.073 (Gifts and Donations); Section 551.074 (Personnel Matters); Section 551.076 (Security Devices); and Section 551.087 (Economic Development). I certify that the notice of meeting was posted in the Taylor City Hall Lobby before 6:00 pm on June 5, 2017 and remained posted for at least 72 hours continuously before the scheduled time of said meeting. I further certify that the following news media was notified of this meeting: Taylor Press.

In compliance with the ADA the City Hall and Council Chambers is wheelchair accessible. Reasonable accommodations will be provided for persons attending city council meetings in need of special assistance. Please contact Susan Brock, City Clerk, at least 24 hours prior to the meeting for special assistance.

Posted By: Susan Brock Date 6/5/17

Susan Brock, City Clerk

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **1**

Agenda Title: Proclamation in recognition of Tax Assistance Volunteers.

Council Action to be taken: Presentation

Initiating Department: Taylor Public Library

Staff Contact: **Karen Ellis, Library Director**

1. INTRODUCTION/PURPOSE

The Taylor Public Library has coordinated with the AARP's Tax-Aide program to provide free tax assistance for area residents. City Hall provided a second location for tax assistance in Taylor for a program led and coordinated by United Way of Williamson County, who also coordinates sites elsewhere in the county.

2. DESCRIPTION/ JUSTIFICATION

As in years past, the AARP Tax-Aide program has worked in coordination with the Taylor Public Library and in 2011 an additional service point at the City Hall Auditorium utilized VITA volunteers (IRS Volunteer Income Tax Assistance Program). Tax assistance at both City Hall and the Library ran from January through the end of filing in April.

Ms. LeAnn Powers with United Way of Williamson County reports that in Taylor 702 people were served resulting in $813,259 in refunds and $249,506 in earned income tax credits.

From January through the filing deadline on April 18, 2017, the AARP and United Way of Williamson County provided free tax assistance at the two sites in Taylor plus multiple sites in other parts of the county including:

- Cedar Park Library
- Hutto Library
- Leander Library
- Round Rock Baca Center
- Sun City
- The Caring Place, Georgetown

3. FINANCIAL/BUDGET

4. TIMELINE CONSIDERATIONS

5. RECOMMENDATION

City staff recommends that AARP and United Way of Williamson County and the tax assistance volunteers be recognized for their vital work for the citizens of Taylor.

6. REFERENCE FILES

1a. Proclamation

Proclamation

WHEREAS, volunteers provided valuable tax preparation, filing services, and tax related financial advice to the citizens of Taylor at the Taylor City Hall and the Taylor Public Library from January to April; and

WHEREAS, these volunteers worked on behalf of the United Way of Williamson County, the AARP-Tax-Aide program and the IRS Volunteer Income Tax Assistance Program; and

WHEREAS, these volunteers provided assistance to individuals who received these services and expert assistance at no cost to them.

NOW THEREFORE, on this 8th day of June, 2017, and on behalf of the City Council of the City of Taylor, Texas, we do hereby take great pride in recognizing the work of the United Way of Williamson County and AARP-Tax-Aide volunteers and proclaim our appreciation and gratitude for the valuable assistance provided to our community.

_____

Brandt Rydell, Mayor

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: 2

Agenda Title: Approve Ordinance 2017-11 regarding a request to rezone 6.526 acres in the William J. Baker Survey, Abstract No. 65 from the High Density Multifamily (MF-2) and Local Business (B-1) Districts to the MF-2 High Density Multifamily District (MF-2), generally located at the Southwest corner of Mallard Lane and Davis Street.

Council Action to be taken: Approve Ordinance 2017-11 by consent

Initiating Department: Development Services

Staff Contact: Ashley Lumpkin, AICP, Development Services Director

1. INTRODUCTION/PURPOSE

This item was discussed during a Public Hearing on Mary 25, 2017 and is on the consent agenda for final approval. The proposal is to rezone an un-platted property from the current split-zoned status of B-1 Local Commercial District and MF-2 High Density Multifamily District to the MF-2 High Density Multifamily District.

2. DESCRIPTION/ JUSTIFICATION

The subject tract is approximately 6.526 acres and is located at the southwest corner of Mallard Lane and Davis Street. The property is contiguous to a multifamily development (Stepping Stone Apartments). With the exception of the ball field to the west, all other properties across the two bordering streets are either vacant (and zoned B-1 Local Commercial) or developed with commercial uses, including a fuel serving station/convenience store, a car wash, and a large retail use. The southern half of the property is already zoned the MF-2 District.

The MF-2 District is described in the Zoning Ordinance as ‘allow(ing) high density development in sectors of the community that will benefit the community by preserving and consolidating neighborhoods for the promotion of general character, safety, and welfare’.

The MF-2 District primarily permits all forms of residential uses, from single-family detached dwellings through Multiple Family dwellings, but also permits a small number of agricultural, group living, residential accessory, and education and institutional uses; a bed and breakfast use is permitted with an approved Specific Use Permit (SUP).

Development standards for the MF-2 District include:

	Residential uses	Non-residential uses
Front Setback	35’	35’
Side Setback (interior)	10’	25’
Side Setback (street side)	20’	25’
Rear Setback	20’	20’
Minimal Lot Area	None	None
Building Height	35’	35’

The permitted uses of the MF-2 District would be complimentary to the surrounding uses, and it is noted, the portion of the property currently zoned B-1 District permits all the same residential types of uses as the MF-2 District, but the developments standards, primarily the yard setback dimensions, which would create an un-even development pattern at the time of construction. Making the zoning consistent across the entire property makes the processing of development permits, and development itself, much more cohesive. Should a multifamily use develop on the property, it is more appropriately located along Collector level or higher roadways, as opposed to local neighborhood streets.

The City’s Future Land Use map, part of the Comprehensive Plan, recognizes this property as being appropriate for “Park” and “Single family” general uses. Both Mallard and Davis are Collector level roadways that move traffic through this part of the City. This corner property is not appropriate for single-family use, as evidenced by the other three (3) corners of the intersection, all of which are planned for – and developed with - commercial uses. The partial designation of “Park” is due to the fact that a baseball field has long been located on the property immediately west of this subject property, and guests at that park/ballfield have historically utilized the western side of this subject property for excess parking.

3. FINANCIAL/BUDGET

N/A

4. TIMELINE CONSIDERATIONS

N/A

5. RECOMMENDATION

Staff recommends introduction of Ordinance 2017-11 to allow the rezoning request, based on the following findings:

1. The MF-2 District would allow for a developable property with consistent standards, and would maintain all the same residential type of permitted uses as the portion of the property that is B-1 zoned does.

2. Surrounding zoning is MF-2 and B-1, not including the City parkland, which would be complimentary to the proposed MF-2 District.

The Comprehensive Plan Future Land Use map, despite the “split” parcel-specific designations of ‘Park” and “Single family, would be largely fulfilled by the entire property

being zoned MF-2, as it would be contiguous to an existing planned for and zoned multifamily development, and adjacent several property planned for, zoned, and developed commercially.

6. REFERENCE FILES

2a. Ordinance 2017-11
2b. Existing Zoning Map
2c. Future Land Use Map
2d. Presentation

ORDINANCE NO. 2017-11

AN ORDINANCE CHANGING THE ZONING OF PROPERTY DESCRIBED AS 6.526 ACRES IN THE WILLIAM J. BAKER SURVEY, ABSTRACT NO. 65, LOCATED AT SOUTHWEST CORNER OF MALLARD LANE AND DAVIS STREET IN TAYLOR, WILLIAMSON COUNTY, TEXAS, AND LEGALLY DESCRIBED IN THIS ORDINANCE FROM HIGH DENSITY MULTIFAMILY MF-2 AND LOCAL BUSINESS DISTRICT B-1 TO HIGH DENSITY MULTIFAMILY MF-2; AMENDING THE OFFICIAL ZONING MAP OF THE CITY OF TAYLOR, TEXAS, TO SHOW THE ZONING CHANGE ADOPTED HEREIN; PROVIDING A SAVINGS CLAUSE.

WHEREAS, the Taylor City Council conducted a public hearing on May 25, 2017, to consider the request made by Dan Jackson (Applicant Representative) and Abel Mondragon, as Applicant and Owner of the property, respectively, which property is legally described in Exhibit "A" attached hereto and incorporated by reference herein for all purposes ("Property"), to change the zoning for the Property from High Density Multifamily MF-2 and Local Business B-1 to High Density Multifamily MF-2; and

WHEREAS, the Planning and Zoning Commission, after proper notice, conducted a public hearing on May 9, 2017, to consider the zoning request, and recommended the zoning change to the City Council; and

WHEREAS, the City Council, after the public hearing, approves the request for the Property zoning change.

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

SECTION 1. The facts and recitations contained in the preamble of this Ordinance are hereby declared to be true and correct and are incorporated by reference herein and made a part hereof, as if copied verbatim.

SECTION 2. The Property is changed from High Density Multifamily MF-2 and Local Business B-1 to High Density Multifamily MF-2.

SECTION 3. The Official Zoning map of the City of Taylor, Texas, is changed to show the Property zoning district changed from High Density Multifamily MF-2 and Local Business B-1 to High Density Multifamily MF-2.

SECTION 4. All other terms and conditions contained in the official zoning map, except as amended herein, shall continue and remain in full force and effect.

SECTION 5. Should any section, paragraph, clause, phrase, or provision of this Ordinance be adjudged invalid or held unconstitutional, the same shall not affect the validity of this Ordinance as a whole or any part of the provisions thereof, other than the part so decided to be invalid or unconstitutional

SECTION 6. In accordance with Article VIII of the City Charter, Ordinance 2017-11 was introduced before the Taylor City Council on the 25th day of May, 2017.

PASSED, APPROVED, and ADOPTED on the _____ day of _____, 2017.

_____
Brandt Rydell
Mayor

ATTEST:

_____
Susan Brock, City Clerk

APPROVED AS TO FORM:

_____
Ted W. Hejl,
City Attorney

CERTIFICATE

THE STATE OF TEXAS

COUNTY OF WILLIAMSON

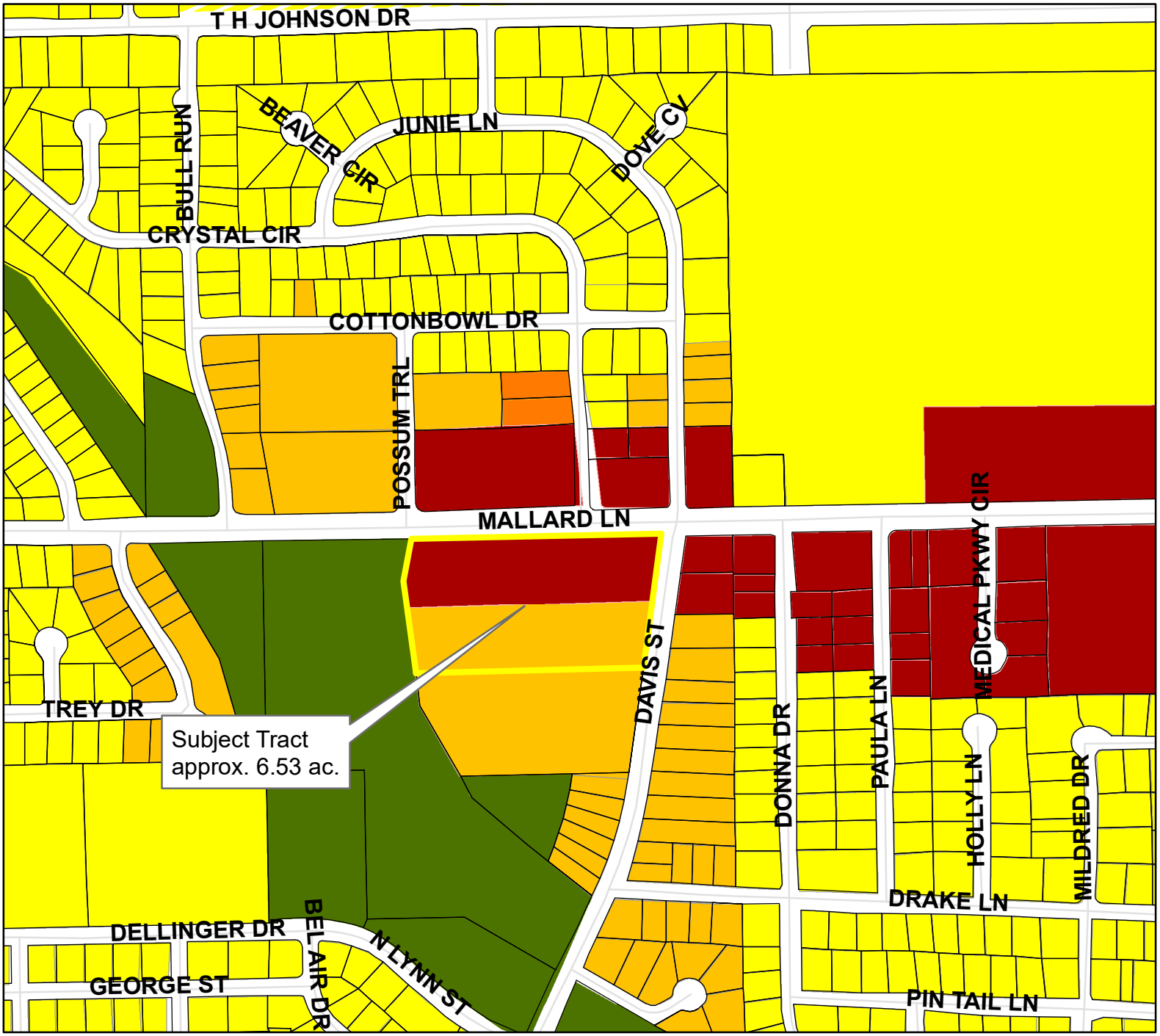
I, Susan Brock, being the current City Clerk of the City of Taylor, Texas, do hereby certify that the attached is a true and correct copy of Ordinance No. 2017-11, passed and approved by the City Council of the City of Taylor, Texas, on the _____ day of _____, 2017, and such Ordinance was duly introduced, passed, approved and adopted at meetings open to the public and notices of the meetings, giving the dates, places, and subject matter thereof, were posted as prescribed by Government Code Section 551.043.

Witness my hand and seal of office this _____ day of _____, 2017.

_____
Susan Brock
City Clerk

EXHIBIT A

[Legal Description – Survey/Field Notes]



PZ-2017-1044
Approx. 6.53 acres at the southwest corner of Mallard Lane and Davis Street

Legend

- 200-ft Notification Buffer
- Subject Tract
- Parcels

N

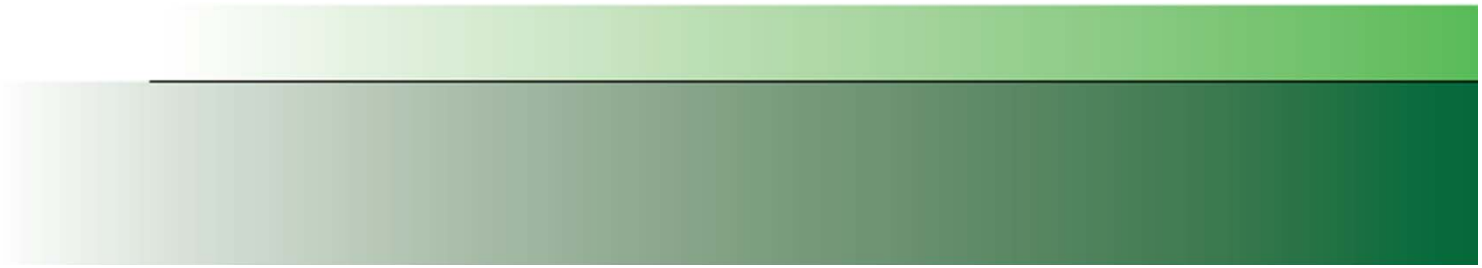
0 550 1,100 Feet

Legend
City Limits
Parcels
FUTURE LAND USE
2013
BUSINESS PARK
COMMERCIAL
DOWNTOWN
DOWNTOWN NEIGHBORHOOD
GATEWAY COMMERCIAL
INDUSTRIAL
SINGLE FAMILY
MANUFACTURED HOME
MULTI FAMILY
PARK
PUBLIC
SEMI-PUBLIC/INSTITUTIONAL
AGRICULTURE/OPEN SPACE
ROW
PROPOSED SINGLE FAMILY
PROPOSED COMMERCIAL
EXTRATERRITORIAL JURISDICTION
COTTONBOWL DR
POSSUM TRL
CRYSTAL CIR
MALLARD LN
DONNA DR
DAVIS ST
BULL RUN
SUNNY LN
TREY DR
DRAKE LN
Single-family
Park
N
0 0.015 0.03 0.06 0.09 0.12
Miles

Rezoning Request
PZ-2017-1044

6.526 acres Baker Survey
(located at southwest corner Mallard Ln & Davis St)

Request – to rezone from the
B-1 - Local Business District
and
MF-2 – High Density Multifamily District
to the
MF-2 – High Density Multifamily District.

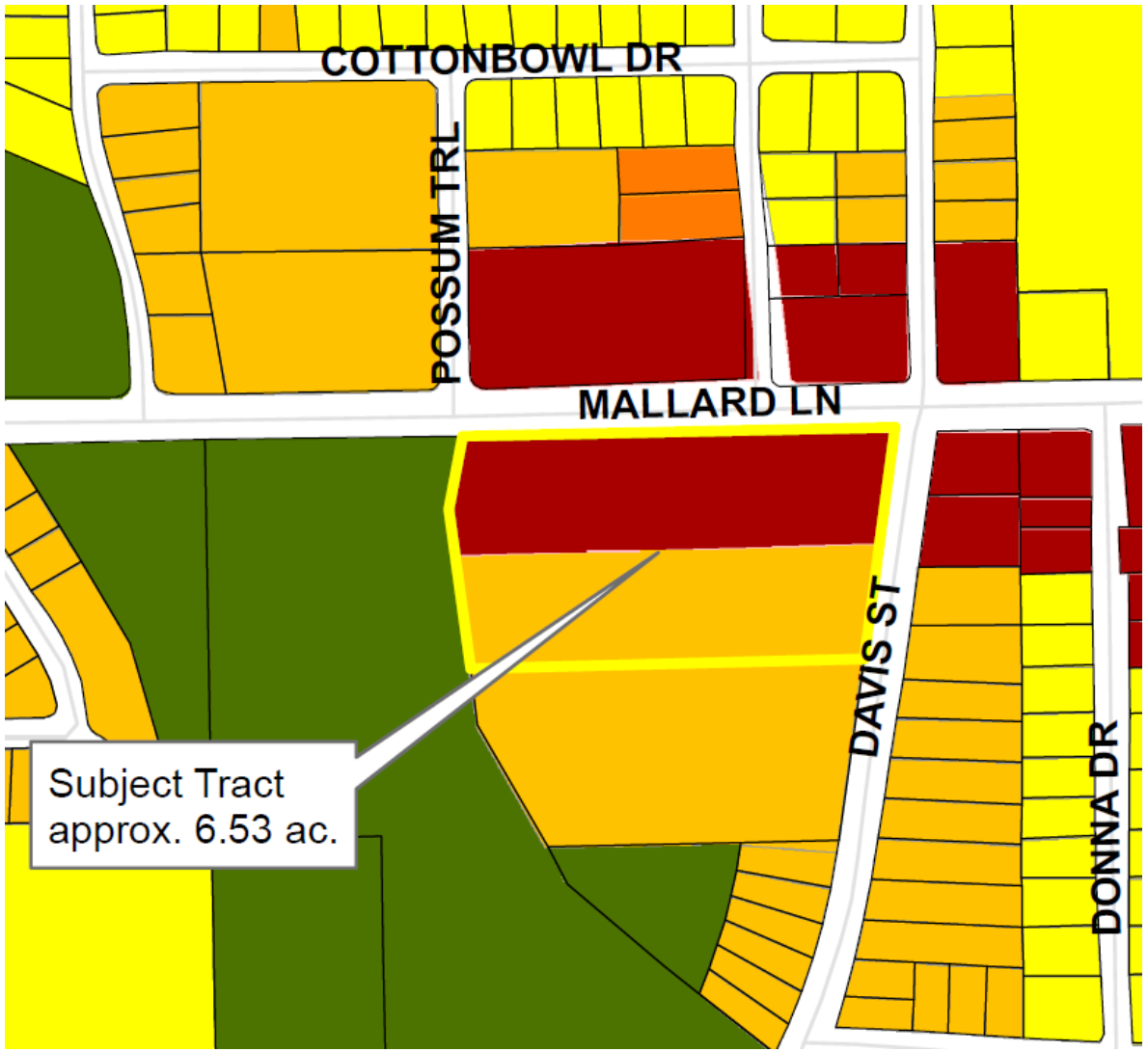


Property

POSSUM TRL
1000
MALLARD LN
1001
DAVIS ST
BULL BRANCH PARK
2501
2501
2501
2501
2501
2501

Property

Existing Zoning:



Future Land Use Map:

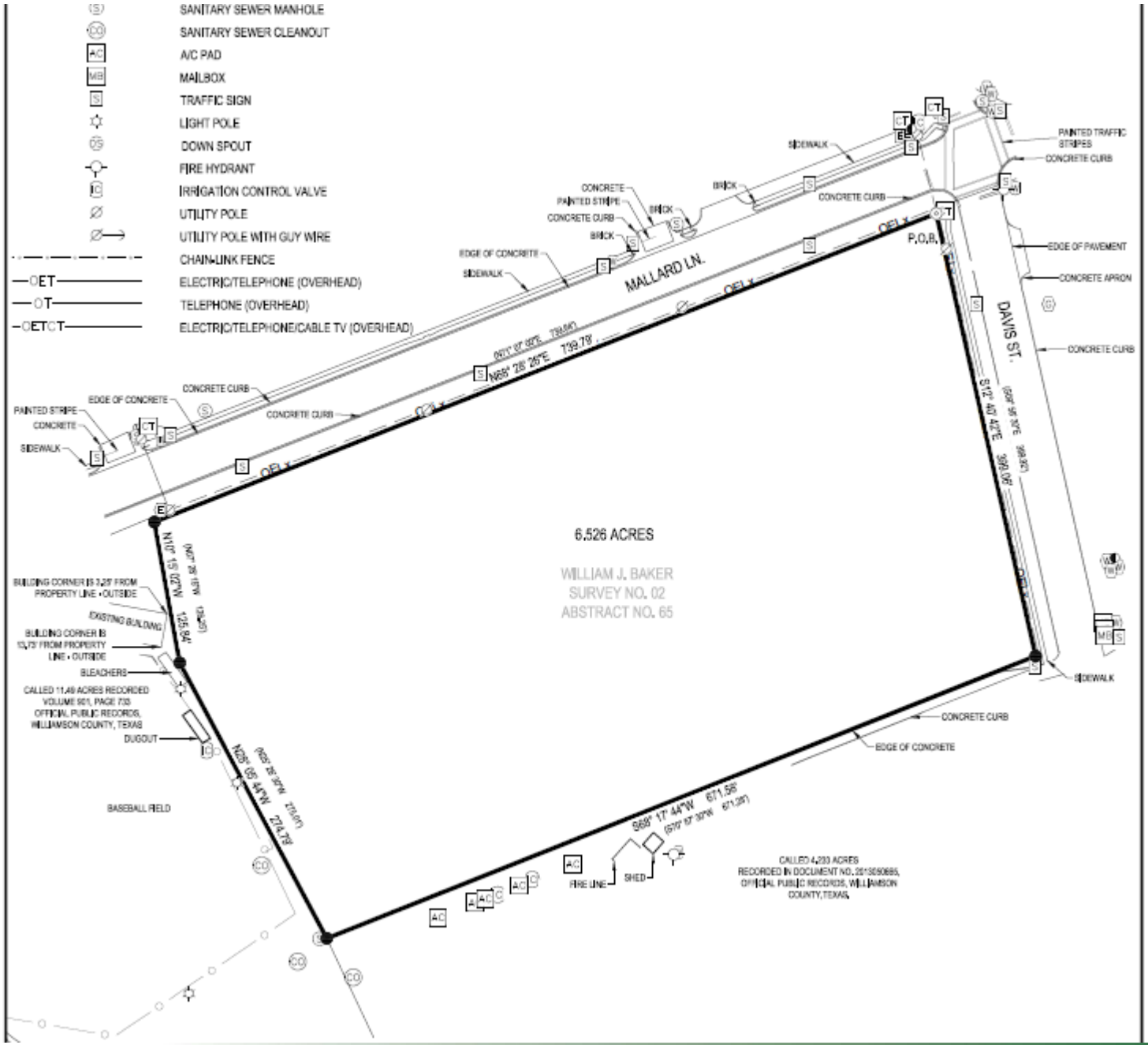
Analysis

1. MF-2 zoning is appropriate, given the current split zoning, both of which permit multifamily development.
2. The adjacent roadway (both Collectors) are more appropriately fronted with multifamily or non-residential uses rather than single-family.
3. Future Land Use Map is inconclusive with regards to current zoning and development patterns of the property and area.
4. The development that could occur out of MF-2 zoning could:
    a. Increase population to spur more supportive non-residential uses in the community.
    b. Provide further housing options for current and future residents.
    c. Boost the overall tax base and wealth of the City.

Recommendation

The Planning and Zoning Commission recommend approval of the request.

Staff also recommends approval.


SANITARY SEWER MANHOLE
SANITARY SEWER CLEANOUT
A/C PAD
MAILBOX
TRAFFIC SIGN
LIGHT POLE
DOWN SPOUT
FIRE HYDRANT
IRRIGATION CONTROL VALVE
UTILITY POLE
UTILITY POLE WITH GUY WIRE
CHAIN-LINK FENCE
ELECTRIC/TELEPHONE (OVERHEAD)
TELEPHONE (OVERHEAD)
ELECTRIC/TELEPHONE/CABLE TV (OVERHEAD)
MALLARD LN.
DAVIS ST.
P.O.B.
6.526 ACRES
WILLIAM J. BAKER
SURVEY NO. 02
ABSTRACT NO. 65
N65° 28' 25"E 799.78'
S12° 40' 42"E 968.06'
N10° 15' 02"W 125.94'
N26° 05' 44"W 274.78'
S69° 17' 44"W 671.56'
BUILDING CORNER IS 3.25' FROM PROPERTY LINE - OUTSIDE
EXISTING BUILDING
BUILDING CORNER IS 13.73' FROM PROPERTY LINE - OUTSIDE
BLEACHERS
CALLED 11.46 ACRES RECORDED VOLUME 901, PAGE 733 OFFICIAL PUBLIC RECORDS, WILLIAMSON COUNTY, TEXAS
DUGOUT
BASEBALL FIELD
FIRE LINE
SHED
CALLED 4.233 ACRES RECORDED IN DOCUMENT NO. 2013090885, OFFICIAL PUBLIC RECORDS, WILLIAMSON COUNTY, TEXAS
SIDEWALK
CONCRETE CURB
EDGE OF CONCRETE
PAINTED STRIPE
CONCRETE
BRICK
PAINTED TRAFFIC STRIPES
EDGE OF PAVEMENT
CONCRETE APRON

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **3**

Agenda Title: Approve minutes for May 25, 2017.

Council Action: Approve by consent or approve with corrections

Initiating Department: City Management/City Clerk

Staff Contact: **Susan Brock, City Clerk**

1. INTRODUCTION/PURPOSE

Pursuant to the Open Meetings Law, Chapter 551, Local Government Code and in accordance with the authority contained in Section 551.021 and the City Charter, the "Minutes" of each City Council must be recorded, compiled and approved by the City Council in subsequent meetings. The purpose of this item is to conform to these legal requirements.

2. DESCRIPTION/ JUSTIFICATION

N/A

3. FINANCIAL/BUDGET

N/A

4. RECOMMENDATION

Approve as submitted or amend with changes noted.

5. REFERENCE FILES

3a. Minutes May 25, 2017

The City Council of the City of Taylor met on May 25, 2017, at City Hall, 400 Porter St., Taylor, Texas. Noting the absence of Council Member Chris Gonzales, Mayor Brandt Rydell declared a quorum and called the meeting to order at 6:00 p.m. with the following present:

Council Member Dwayne Ariola
Council Member Robert Garcia
Mayor Pro Tem Christine Lopez

Noel Bernal, Assistant City Manager
Ted Hejl, City Attorney
Susan Brock, City Clerk

INVOCATION

Mr. Caleb Naivar, Boy Scout Troop 167 led the group in prayer.

PLEDGE OF ALLEGIANCE

Members of Boy Scout Troop 167 led the group in the Pledge of Allegiance.

RECOGNITIONS

1. TAYLOR BOY SCOUT TROOP 167 CELEBRATING THEIR 90TH ANNIVERSARY.
2. TAYLOR ISD STUDENT RECOGNITION.
3. LEAD TAYLOR GRADUATES.

   Mayor Rydell presented certificates of recognition to the Boy Scout Troop 167, Taylor ISD Honor Graduates, and those individuals who successfully completed the local Leadership program.

ANNOUNCEMENTS

Mayor Rydell read a list of upcoming community events and activities.

CITIZENS COMMUNICATION

Ms. Audrey Teakell, 310 Vernon and a former Animal Shelter technician, provided comments regarding the need for improvements at the shelter and a suggestion that the program be removed from being under the supervision of the Police Department. Mr. Jessie Ramos, 601 Martin Luther King Jr. Blvd, repeated his continuing concerns regarding traffic issues, speeding, and the general condition of the residences and businesses on his street.

CONSENT AGENDA

4. APPROVE ORDINANCE 2017-09 AMENDING THE BUDGET FOR FISCAL YEAR 2016/2017.

ORDINANCE 2017-09

AN ORDINANCE OF THE CITY OF TAYLOR, TEXAS AMENDING ORDINANCE NO. 2016-05 ADOPTED ON SEPTEMBER 8, 2016, MAKING APPROPRIATIONS FOR THE SUPPORT OF THE CITY FOR FISCAL YEAR BEGINNING OCTOBER 1, 2016, AND ENDING SEPTEMBER 30, 2017; BY AMENDING THE AMOUNT OF APPROPRIATIONS FOR THE GENERAL FUND AS WELL AS OTHER FUNDS THAT PROVIDE FOR THE PAYMENT OF OPERATING EXPENSES AND CAPITAL OUTLAY AND BY CHANGING THE AMOUNT APPROPRIATED FOR VARIOUS DEPARTMENTS OF THE CITY.

5. CONCUR WITH PRELIMINARY FINANCIALS FOR APRIL 2017.

6. APPROVE MINUTES FOR MAY 11 AND MAY 16, 2017.
   Council Member Ariola requested an opportunity to provide comments on what types of information he would like to see contained in these reports as well as during the budget discussions. At the end of his comments, Mayor Pro Tem Lopez moved to approve the consent agenda as presented and Council Member Ariola seconded the motion. VOTE: Three voted AYE. Motion passed. (Council Member Garcia stepped out of the room during the vote.)

PUBLIC HEARING

7. CONDUCT PUBLIC HEARING AND CONSIDER INTRODUCING ORDINANCE 2017-11 REGARDING A REQUEST TO REZONE 6.526 ACRES IN THE WILLIAM J. BAKER SURVEY, ABSTRACT NO. 65 FROM THE HIGH DENSITY MULTIFAMILY (MF-2) AND LOCAL BUSINESS (B-1) DISTRICTS TO THE MF-2 HIGH DENSITY MULTIFAMILY DISTRICT (MF-2), GENERALLY LOCATED AT THE SOUTHWEST CORNER OF MALLARD LANE AND DAVIS STREETS.
   Ms. Ashley Lumpkin, Director of development services, presented information regarding this request to rezone property for a high density multifamily development project. Mayor Rydell declared the Public Hearing open; hearing no public comments, the hearing was closed and Mr. Hejl was asked to introduce the ordinance as presented.

ORDINANCE 2017-11

AN ORDINANCE CHANGING THE ZONING OF PROPERTY DESCRIBED AS 6.526 ACRES IN THE WILLIAM J. BAKER SURVEY, ABSTRACT NO. 65, LOCATED AT SOUTHWEST CORNER OF MALLARD LANE AND DAVIS STREETS IN TAYLOR, WILLIAMSON COUNTY, TEXAS, AND LEGALLY DESCRIBED IN THIS ORDINANCE FROM HIGH DENSITY MULTIFAMILY MF-2 AND LOCAL BUSINESS DISTRICT B-1 TO HIGH DENSITY MULTIFAMILY MF-2; AMENDING THE OFFICIAL ZONING MAP OFF THE CITY OF TAYLOR, TEXAS, TO SHOW THE ZONING CHANGE ADOPTED HEREIN; PROVIDING A SAVINGS CLAUSE.

REGULAR AGENDA: REVIEW/DISCUSS AND CONSIDER ACTION

8. RECEIVE UPDATES ON COUNTY ROAD PLANS INCLUDING CR101, CR366, CR112, AND EDMOND STREET PROJECTS.
   Mr. Matthew Rector, Director of Public Works, presented a report on the status of the County Road plans for roads within the city limits as well as the TxDOT Turn Back Program for FM 112. In the spring of 2013 Council voted to support improvements of county roads 101, 366, and 367 and committed a local match of 10% up to $1,972,664. Reconstruction of CR101 is scheduled to start soon and be completed by summer of 2018 with a city match of $1,330,000.

   The CR366 project is in the process of procuring engineering design services with an estimated city match of $720,000. Council approved their support of the Turnback Program for FM 112 with TxDOT in February of this year with no cost estimates at this time.

The Edmond Street Phase I project is under design by Halff Associates and scheduled to be completed by March 2018 with a combination of funding from MDUS funds and the TUF funds.

Mayor Pro Tem Lopez moved to receive the report as presented and Council Member Ariola seconded the motion. VOTE: Four voted AYE. Motion passed.

9. CONSIDER CONTRACT AWARD FOR WASTEWATER TREATMENT PLANT EMERGENCY REPAIRS AND IMPROVEMENTS.

   Mr. Rector presented a request to award a contract for the construction of wastewater treatment plant emergency repairs and improvements. Three proposals were received and staff recommends the contract be awarded to Austin Engineering Co., Inc. in the amount not to exceed $730,000.

   Mayor Pro Tem Lopez moved to award the contract to Austin Engineering as presented in the amount not to exceed $730,000 and Council member Garcia seconded the motion. VOTE: Four voted AYE. Motion passed.

10. RECEIVE FOLLOW UP REPORT ON COMMUNITY AND NEIGHBORHOOD CLEAN UP EVENT

    Ms. Lumpkin presented a report on the results of the two clean up events held April 22, 2017. She reported this spring event gathered more total tons of compacted trash at both Main and Welch Streets than any other clean up event in the past.

    Council Member Garcia moved to accept the report as presented and Mayor Pro Tem Lopez seconded the motion. VOTE: Four voted AYE. Motion passed.

11. RECEIVE UPDATE ON DISPOSITION ON WEST END SCHOOL.

    Mr. Bernal provided a brief update on the current activity regarding the West End School. He stated that the Lone Star Circle of Care is still interested in pursuing funding to utilize the building and has not presented any new information at this time.

    Mayor Pro Tem Lopez moved to receive the report as presented and Council Member Ariola seconded the motion. VOTE: Four voted AYE. Motion passed.

12. DISCUSS AND CONSIDER APPOINTMENT TO THE PLANNING AND ZONING COMMISSION.

    Mayor Rydell recommended this item be passed on at this time and that Council support the policy previously approved that appointments be made January and July each year unless there is an emergency situation. Council Member Garcia stated that he would like to bring the item back when Council Member Gonzales is present, perhaps at the next meeting in the event he might have additional information he would like to discuss before the July appointments. No action was taken on this item.

13. CONSIDER PROPOSED FUTURE AGENDA TOPICS AND ITEMS FOR DISCUSSION.
Mayor Rydell asked Council Members for future agenda items. Council Member Ariola requested a briefing on the public works software called "I-Works"; Council Member Garcia had a request to have more information regarding the possibility of moving the animal shelter out from under the Police Department, he requested a discussion on the TUF budget, and charter amendments.

ADJOURN

With no further action Mayor Rydell declared the meeting adjourned at 8:04 p.m.

_____

Brandt Rydell, Mayor

ATTEST:

_____

Susan Brock, City Clerk

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **4**

Agenda Title: Receive update on Flood Recovery efforts.

Council Action to be taken: Receive update as presented.

Initiating Department: City Administration

Staff Contact: Isaac Turner, City Manager

1. INTRODUCTION/PURPOSE

Pastor Jeff Ripple of the Taylor Area Ministerial Alliance headed up the "Flood of Hope" campaign to raise funds for Taylor residents who were affected by the Memorial Day floods of 2015. This report is an update on those efforts and current status of those still in need.

2. DESCRIPTION/ JUSTIFICATION

3. FINANCIAL/BUDGET

4. TIMELINE CONSIDERATIONS

5. RECOMMENDATION

Accept report as presented.

6. REFERENCE FILES

4a. Report

Williamson County Long Term Recovery Committee
Report for the City Council Meeting on June 8, 2017

Two years after the Memorial Day floods of 2015, the work of Williamson County Volunteer Organizations Active in Disaster (VOAD) Long Term Recovery Committee (LTRC) is nearing completion. County Judge Dan Gattis activated the LTRC following the floods to assist residents with any unmet needs. To qualify for help from the Long Term Recovery Committee (LTRC), homeowners had to exhaust all other means of assistance to repair or rebuild their homes such as insurance, Federal Emergency Management Agency (FEMA), personal savings, etc.

To date, 95 families in Williamson County have received assistance with repairs ranging from drywall, flooring, complete replacement of roofs and major appliances to temporary housing, advocacy with insurance, FEMA, or other funding sources. All but two cases are completed. Two homes remain that still need to be completely rebuilt with the assistance of the LTRC and member organization Habitat for Humanity of Williamson County. The estimated completion date of the two remaining homes is late 2017.

The majority of the repaired homes and both rebuilds are in Taylor, TX. All repairs and rebuild costs have been funded through donations and grants raised by the LTRC. In the past two years, more than $408,000 in financial support has been raised from 25 funding organization and numerous individual donations, all of which went to repairs and rebuilding of homes.

To date, 39 combined volunteer groups assisted in the repairs. Fourteen groups came from out of state (of which 322 volunteers were housed by local churches, Taylor ISD Stadium Field House, and Down Home Ranch in Elgin at no or low cost). Together with local volunteers from Taylor, Round Rock, Georgetown, Jarrell, Taylor, Hutto, Rockdale and Pflugerville, they completed repairs to damaged homes. Volunteers have contributed 15,724 hours of labor valued at $345,939 (using FEMA valuation of volunteer hours). The numbers of volunteers and related hours will greatly increase when the two rebuilds are completed.

With the addition of in-kind donations and volunteer hours, close to $1 Million has been invested in repairing and rebuilding damaged homes for Williamson County residents.

Topping the list of donors is the Central Texas United Methodist Conference (CTUMC), a Partner of United Methodist Committee on Relief (UMCOR) and Austin Disaster Relief Network. Pastor Jeff Ripple of the Taylor Area Ministerial Alliance (TAMA), headed up the “Flood of Hope” campaign to raise nearly $30,000 for Taylor residents. Many other organizations, churches, companies, and individuals made donations to make it possible to serve community members in need. CTUMC also provided grants to support 2 full-time case managers, one full-time construction manager, and a part-time volunteer coordinator. ADRN also contributed to the construction manager’s salary.

LTRC Operations and storage units were housed at the Tenth Street Methodist Church at no cost. Most meetings were held at the Round Rock Serving Center conference room, also at no

cost. The United Way of Williamson County served as fiscal sponsor, receiving donations, writing checks, and providing financial reports, at no cost.

Multiple organizations provided valuable guidance to the LTRC that include, but is not limited to the State of Texas Department of Public Safety, FEMA Voluntary Agency Liaisons (VAL), and Central Texas VOAD, among others.

The Long Term Recovery Committee members have dedicated hundreds, if not thousands of collective volunteer hours in meetings to raise funds and to organize recovery activities. The appreciation event being held just prior to the city council meeting will recognize not only the donors and volunteers, but the members of the LTRC who have diligently worked to serve the unmet needs of the survivors of the 2015 Memorial Day floods.

Williamson County LTRC Mission Statement

The mission of the Williamson County Long Term Recovery Committee is to address the recovery needs of individuals and families affected by the Memorial Day Flood of 2015 in Williamson County in an effort to provide a *safe, secure, sanitary, and functional* dwelling after available government and social agency funding is exhausted for as long as disaster recovery needs remain.

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **5**

Agenda Title: Consider receiving report on City Cemetery

Council Action to be taken: Receive report

Initiating Department: City Administration

Staff Contact: Noel Bernal, Assistant City Manager
Matthew Rector, Public Works Director

1. INTRODUCTION/PURPOSE

In 2016, Texas State University began an assessment of the City of Taylor Cemetery as part of a Service Learning Project for the Master of Public Administration (MPA) Program under the supervision of Dr. Thomas Longoria. In early 2017, Dr. Longoria presented the findings to City staff and began collaborating on the development of comprehensive short-term and long-term strategies for improving the Cemetery.

2. DESCRIPTION/ JUSTIFICATION

The purpose of the report is to assist in the development of policies and objectives that can lead to financial stability in the operation and maintenance of the City Cemetery. The analysis begins with the various challenges facing Cemeteries in general and the City of Taylor Cemetery in particular.

Some of the key elements of the report include:

- Demographic trends including a supply and demand forecast using assumptions based on the City's available data
- Financial analysis, including rate options for addressing existing deficit
- A Strengths Weaknesses Opportunities and Threats (SWOT) analysis
- Proposed updates to Cemetery Rules and Regulation
- Short-Term and Long-Term Recommendations

3. FINANCIAL/BUDGET

Staff will develop rate structure recommendations for future consideration.

4. TIMELINE CONSIDERATIONS

Timeline is dependent on direction provided by the City Council.

5. RECOMMENDATION

Staff recommends receipt of report by Council.

6. REFERENCE FILES

5a. Project analysis
5b. Rules and regulations
5c. Ordinances
5d. Presentation

Analysis of the City of Taylor Cemetery

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Professor

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John Crawford
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Leonides Gomez
Christopher Hoester
Lisa Paiz
Dillon Sutton
Chaudra Tarver

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Executive Summary

Most cities provide public cemeteries and participate in the market for cemetery services with for-profit and non-profit providers. According to an International City/County Management Association (ICMA) survey conducted between 1990-2002, 67% of cities surveyed provided maintenance and/or administration of cemeteries (Warner and Hefetz 2004:10). Cemeteries are much more than a place for the hygienic disposal of human remains. Cities provide cemetery services to advance the public good in a number of ways including promoting culture, community life, and greenspace. However, municipal cemeteries operate in a competitive environment with for-profit and not-for-profit organizations (see, for a discussion of these issues, the following: Llewellyn 1998, Basmajian & Coutts 2010, Woodthorpe 2011, Wickersham & Yehl 2013, and Longoria 2014). Cemeteries, including the City of Taylor Cemetery, operate as an enterprise which are intended to function more like a business. It is not uncommon for publicly-owned Cemeteries to operate at a loss. However, when reviewing its operations, the City should strive to reduce the cost to the general fund by adjusting rates as needed to cover the costs of maintenance and operations. City cemeteries are faced with external challenges such as decreasing demand, escalating costs, market changes, infrastructure rehabilitation, and the need to maintain burial grounds to the standards expected by the public. The research findings on the City of Taylor Cemetery are consistent with the aforementioned challenges thus creating an opportunity for policy changes in its management and operations. This report

also applies several business and public management tools to the City of Taylor Cemetery for the development of short-term and long-term strategies to enhance its viability.

This study is intended to help the City of Taylor develop a comprehensive strategy for short-term and long-term improvements that can lead to financial stability for the operation and maintenance of the cemetery without excessive subsidy from taxpayers. The analysis begins with the various challenges facing cemeteries in general and the City of Taylor Cemetery in particular. For planning purposes, demographic trends for the City of Taylor are presented along with a supply and demand forecast using assumptions based on the City's limited available data in sales and industry standards for the development of cemetery plots on a

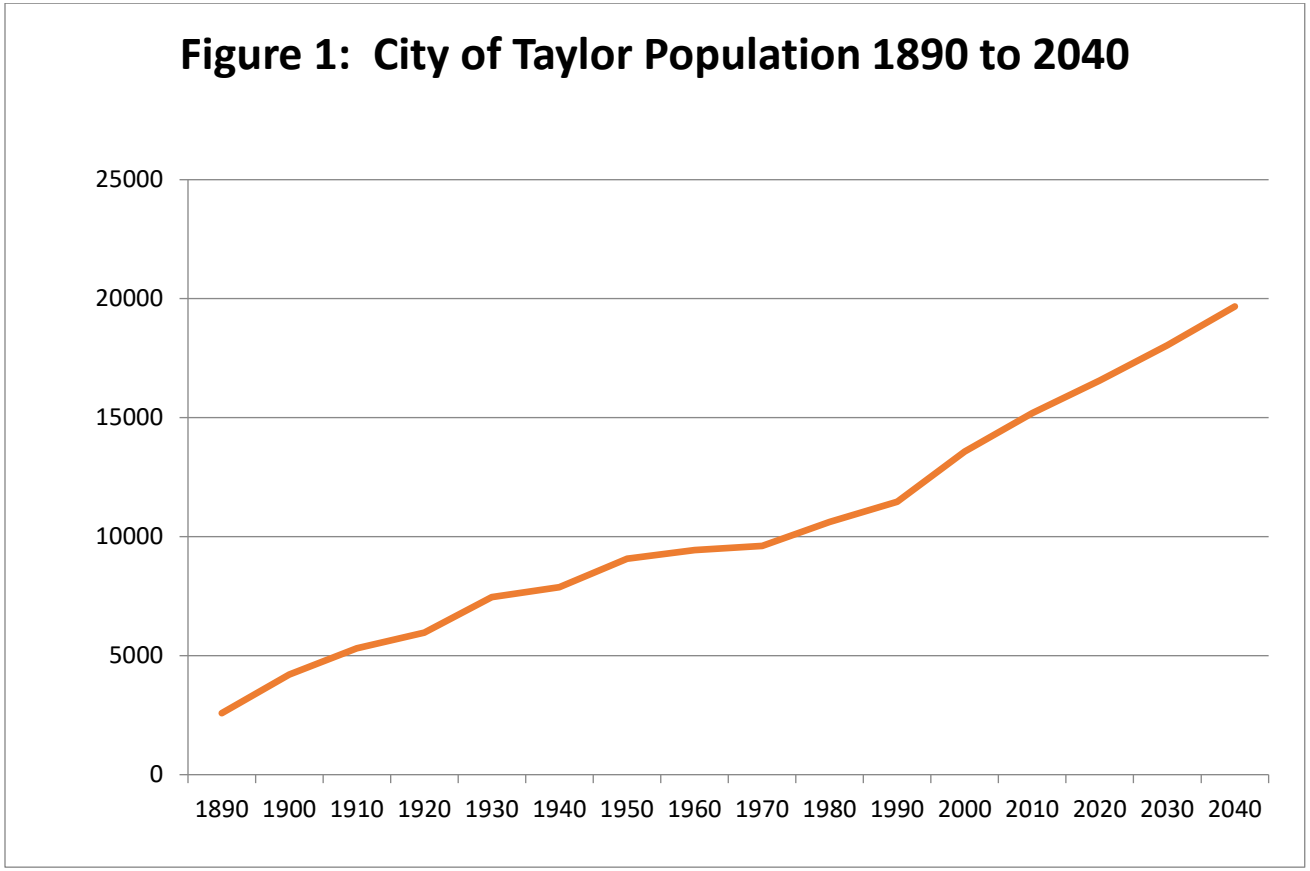
per acre basis. A rate analysis is also conducted to determine the estimated price at which the cemetery would operate either on a breakeven basis or at a modest surplus.

The report then presents an analysis of the Strengths Weaknesses Opportunities and Threats (SWOT) facing the City of Taylor Cemetery. Based on the results of the SWOTs analysis, this report makes recommendations including: 1.) The development of a mission statement that can be used to guide the management of the City of Taylor Cemetery; 2.) Short-Term recommendations; 3.) Long-Term Recommendations; and 4.) a logic model that identifies key performance indicators to assist with accomplishing the proposed recommendations by using measures that track progress toward these goals. Overall, the research and recommendations in this study are to assist staff and the City Council in the decision-making process for City of Taylor Cemetery policies and objectives.

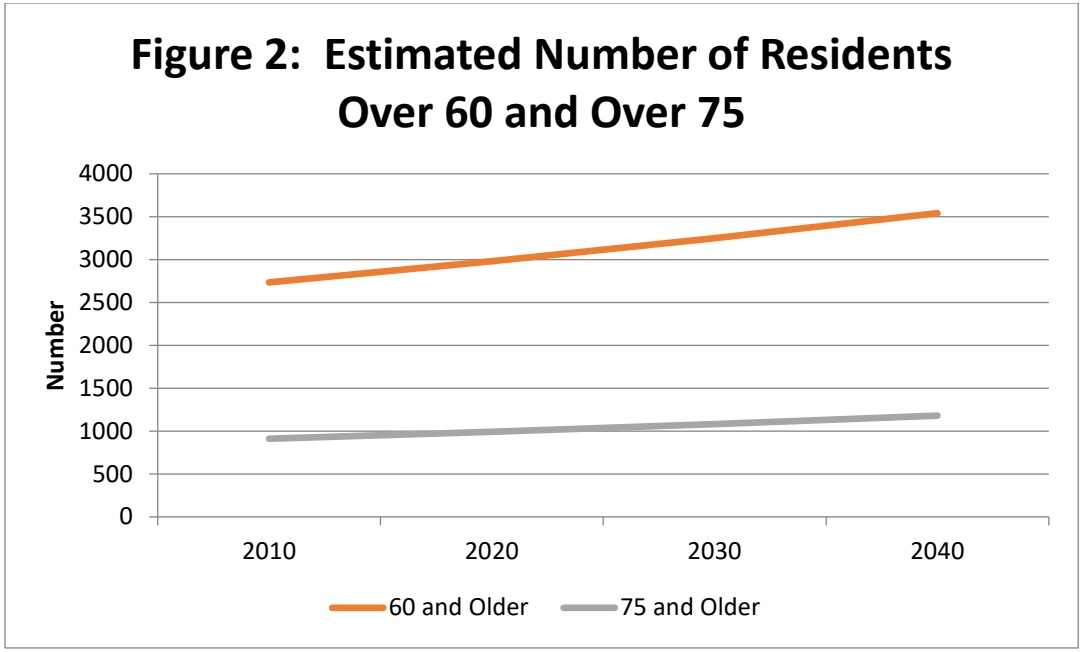
City of Taylor Demographic Trends

An issue of concern for many cities is the lack of additional cemetery space. Cities view trends such as increasing population and the aging of the baby boomer generation and conclude that lack of space will be an issue. As Figure 1 shows, the city population has experienced moderate growth. Historical population trends dating back to 1890 suggest an average growth rate of 9% per year. Based on this forecast, the City of Taylor population will reach 20,000 in 2040. It is important to note that there are many variables

that could make this estimate incorrect. The Texas Water Development Board (TWDB) also makes population estimates available. Their estimates are very similar to the historical growth model. The TWDB projects a total population of 20,561 in 2040 and we project 20,000.



Baby boomers include people who are between 53 and 71 years old. As baby boomers age, an increased demand for death care services might logically be anticipated. However, these population trends do not necessarily equate to a demand in traditional burials as national trends are reflecting a shift in the Cemetery industry as the population is increasingly choosing cremation services. In order to better understand the projected number of baby boomers in the next twenty years for Taylor, the current age distribution was determined and applied to the 9% per year population forecast. Since 2010, the average percentage of Taylor residents over 60 years old is 18 percent and the average percentage of residents 75 years and older is 6 percent. The models assume that these trends will hold, and that people will age in place rather than move to other communities in later life. The projections show that the number of aging residents in both categories will increase over time. This forecast is for planning purposes and is intended to facilitate discussion. Those caveats aside, the number of Taylor residents over 75 in 2040 will be approximately 1,180 or roughly 5 percent of the projected population.



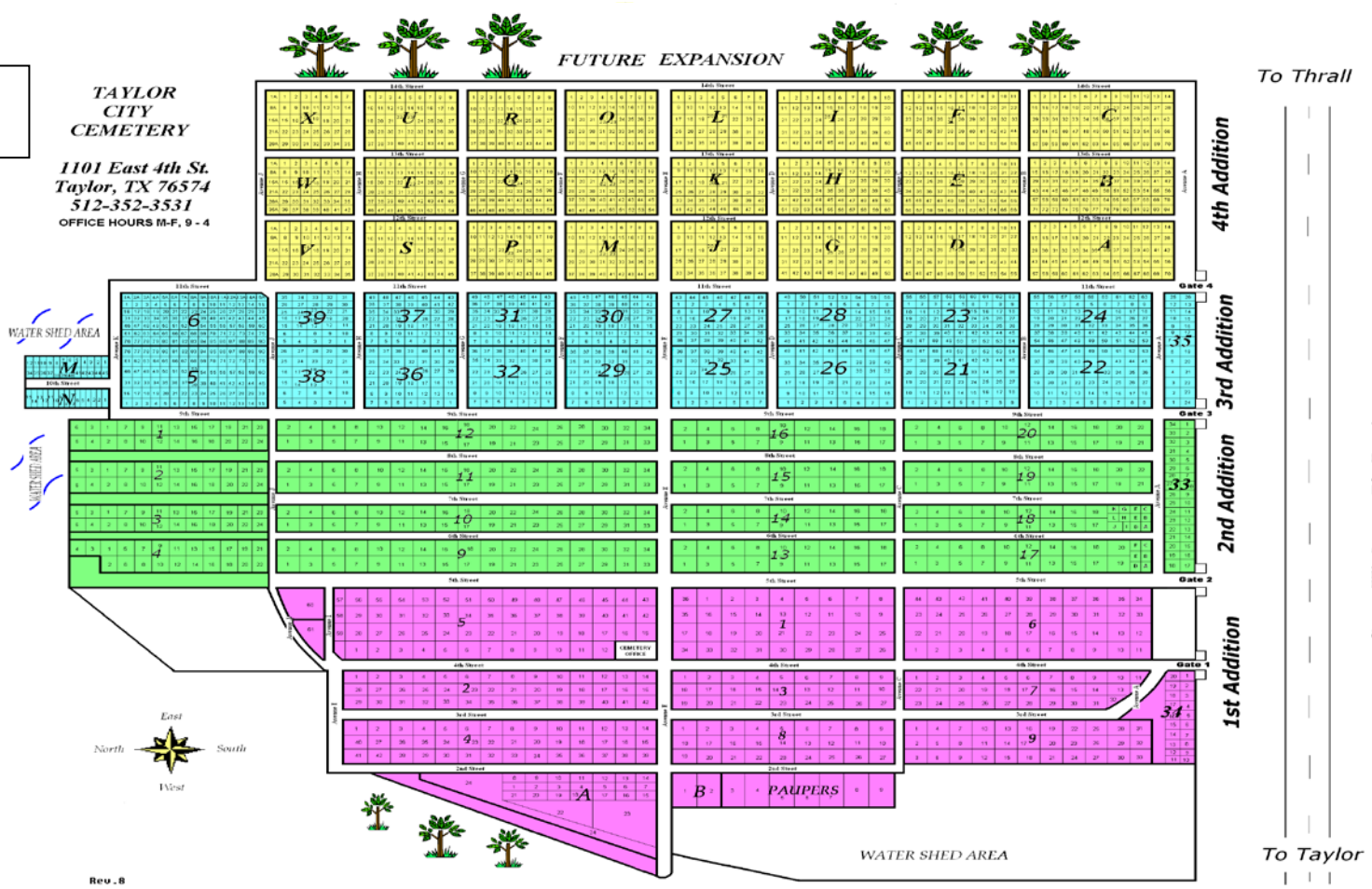
Supply and Demand Forecasts

While many cities are running out of cemetery space, this is not the case for the City of Taylor. The City of Taylor Cemetery occupies over 114 acres of which seventy (70) acres are developed and divided into four (4) additions, with a 5th tract available for development. Figure 3 shows the layout of the Cemetery. The overall number of spaces in the cemetery is 27,851 and there are 15,286 interred as of 2017 equal to fifty-four percent (54%). An updated number of plots available for sale, however, was not available as of the writing of this report. However, budget documents shed some light on the

available inventory. In the 2010-2011 Budget a total of 9857 platted plots were reported. Out of this total, in 2010, 5,183 of these plots were owned (not necessarily occupied). Based on this reported inventory, there were 4,674 platted plots available for sale in September of the 2010-2011 Budget year.

The number of plots owned per year spiked in 2008 when 210 of the platted plots were sold**.** While documentation could not be found, a City of Taylor source noted that they were told of an increase in 2008. In the two years following the spike, sales of platted plots dropped to 32 in 2009 and 21 in 2010. These total sales are far below the current typical year of approximately 70 sales per year. These patterns suggest that increases in the fee structure will produce some fluctuation in demand.

Figure 3


TAYLOR
CITY
CEMETERY
1101 East 4th St.
Taylor, TX 76574
512-352-3531
OFFICE HOURS M-F, 9 - 4
FUTURE EXPANSION
To Thrall
4th Addition
3rd Addition
2nd Addition
1st Addition
State Highway 79 Business
To Taylor
WATER SHED AREA
PAUPERS
CEMETERY OFFICE
East
North
South
West
Rev. 8

It is very important to note that the available inventory is dependent upon the number of spaces sold and future design and uses of the Cemetery. For planning purposes, estimates were performed to project the remaining inventory available for sale based on findings from acquired research articles from experts in the field of cemetery design. The available space for expansion and number of available plots to sell is critical to the life cycle of a cemetery. Therefore, this analysis is based on a conservative approach. Cemetery plat records confirm that Tract 4 is fifteen (15) acres and about 50% of that tract is projected to be available for plot sales. In order to forecast the inventory availability, the "standard" 1,250 spaces per acre (New Wire 2008) and five (5) acres of available spaces, was used to estimate a total of 6,250 plots available for sale. When using the standard of 1,000 spaces per acre, there would be 5,000 spaces available for sale. The current sale rate is approximately 70 plots sold per year. As a result, the forecast estimates that there is enough supply for several decades, especially when considering that more individuals and families are choosing cremation over traditional burial. An estimate was performed assuming five (5) percent growth interments each year which shows that the available supply of spaces would last until 2036.

In order to forecast cemetery sales over the next twenty (20) years, we estimated models where sales held constant and where sales increased at a rate of two (2) percent and five (5) percent, respectively. In addition, the forecasted sales included decreases of two (2) percent and five (5) percent based on the current two (2) year averages. Figure 4 and Figure 5 present the trends over time including the total sales and increases and decreases in internments given these different assumptions. Table 3 includes the actual numbers.

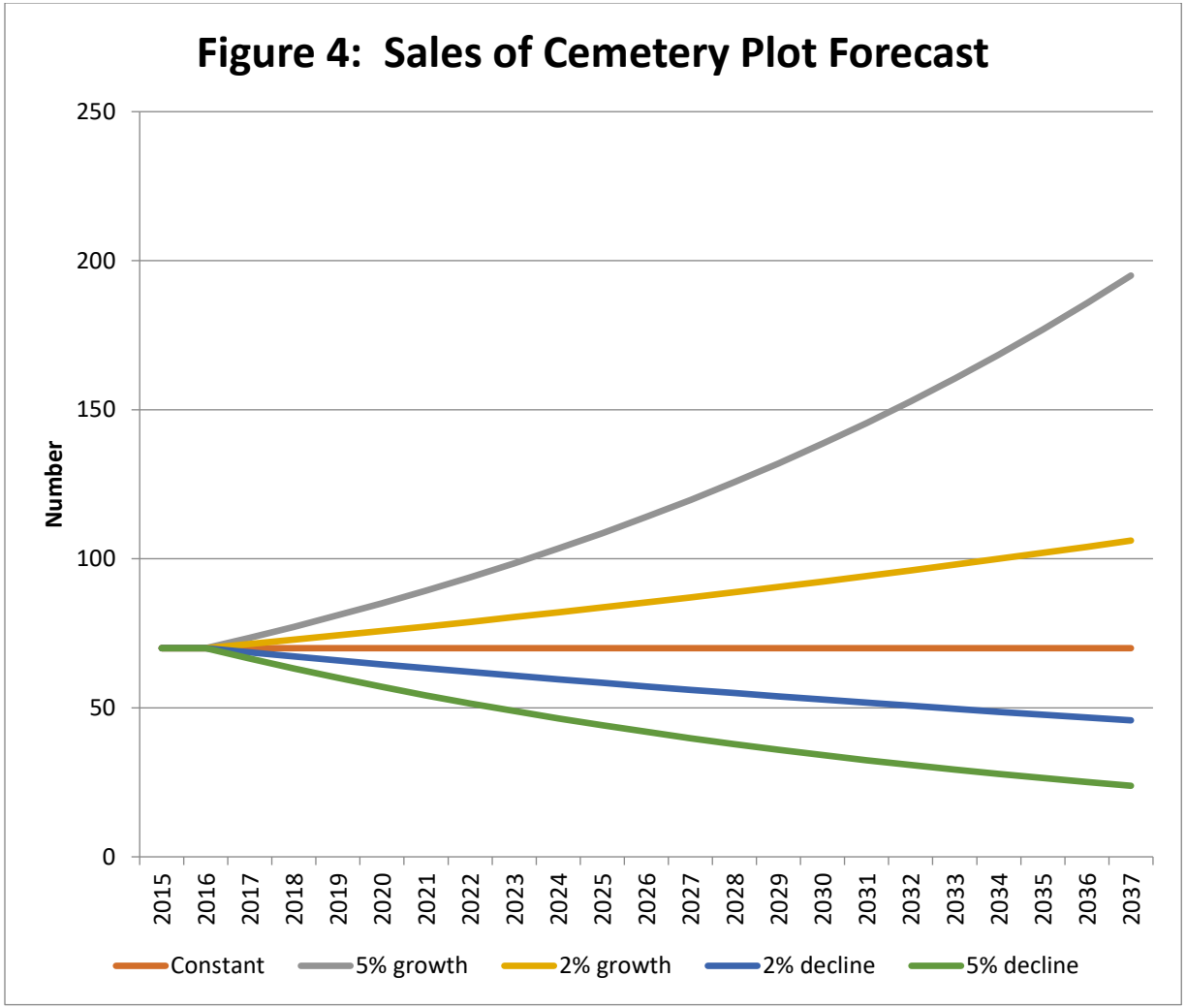


Figure 4: Sales of Cemetery Plot Forecast
250
200
150
100
50
0
Number
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
2037
Constant
5% growth
2% growth
2% decline
5% decline

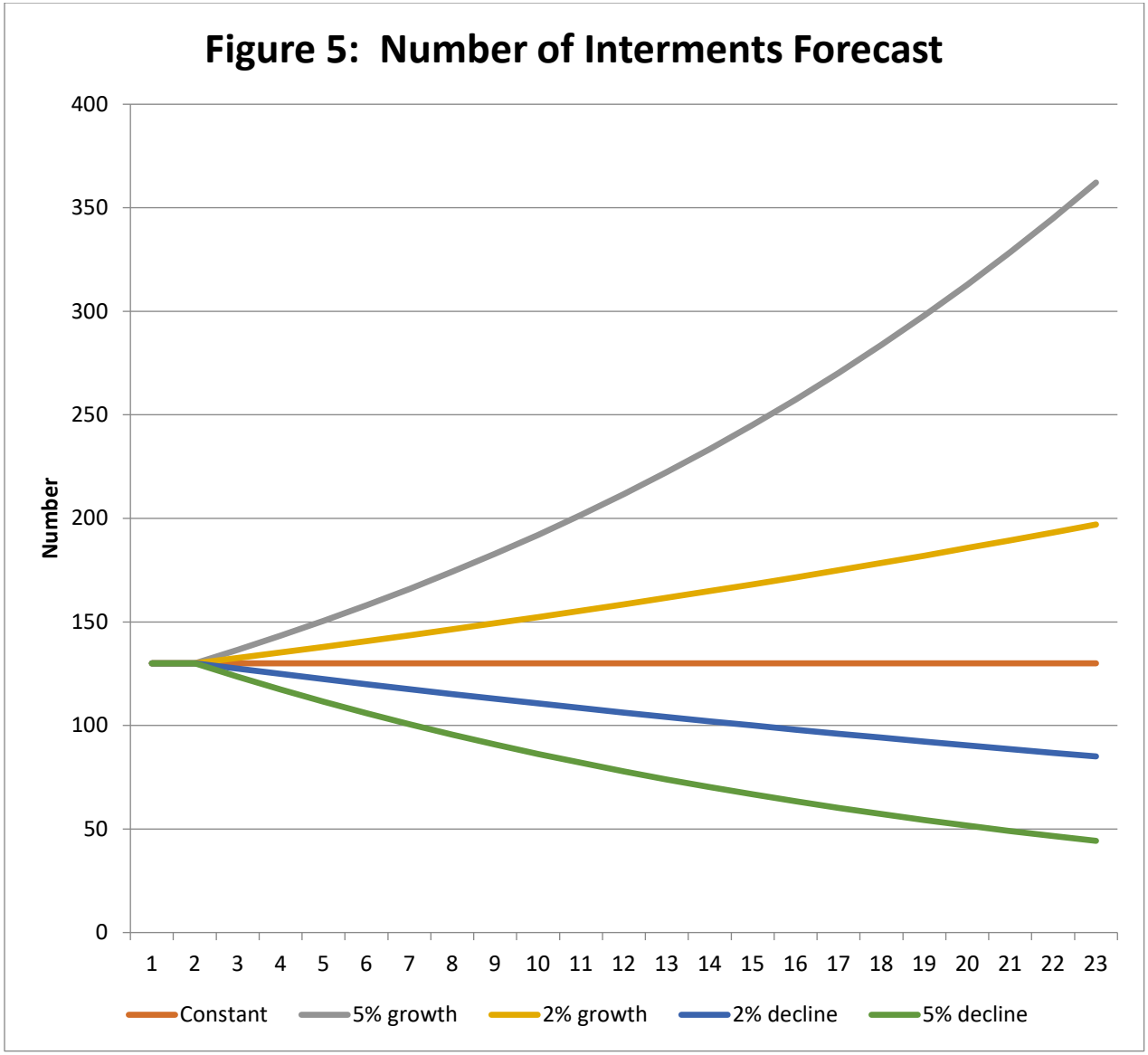


Figure 5: Number of Interments Forecast
Number
400
350
300
250
200
150
100
50
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23
Constant
5% growth
2% growth
2% decline
5% decline

Table 1: Estimated Total Sales and Internment 2017-2037					
	Constant	**5% Growth**	**2% Growth**	**2% Decline**	**5% Decline**
Total Spaces Sold between 2017 and 2037	1470	2625	1841	1186	877
Total Interments between 2017 and 2037	2990	5136	3679	2462	1889

Based on the estimated trends for the total spaces sold that would be sold over a twenty (20) year period, including the assumed increases and decreases in internments, the report suggests that the currently undeveloped 5th tract could be sold and add to the perpetual care fund or to fund major improvements. The land valuation for the 5th tract is subject to market factors. However, using a comparable sale for a nearby tract of vacant land, the cost per acre is approximately $9,000. Therefore, it is estimated that the 10 acres of available land could possibly be sold for as much as $90,000 to add to the perpetual care fund and create a basis for funding deferred maintenance or investment in columbaria walls or niches.

Rate Analysis

The City of Taylor FY17 Cemetery budget is $147,860. As a city-owned enterprise, Cemetery revenues from plot sales and fees should cover annual expenditures. The City Cemetery operating fund currently operates at a deficit and can become insolvent in the next few years if the appropriate steps are not taken to sustain the fund. Any costs not recovered by the Cemetery may need to be accounted for through the general fund which would cause the taxpayers to subsidize operations. In the past three (3) fiscal years, revenues have fallen short of expenditures by an average of over $20,000 per year. In FY16, the Cemetery ended with a deficit of $29,584. Furthermore, the ongoing deficit does not address other associated costs with Cemetery maintenance, operations, and infrastructure rehabilitation. For example, the Cemetery allows for the irrigation of gravesites by family and loved ones. However, the water costs are not billed to customers. The average monthly water bill for the Cemetery is $504 per month for an annual estimated total of $6,048. In addition, the Public Works department maintains the grounds by providing mowing, and grave leveling services, as needed. The estimated mowing costs for 2016 were $43,000. If this Cemetery expenditures accounted for these operational costs, the total deficit in 2016 would increase to approximately $79,000. Finally, the Cemetery is in need of infrastructure rehabilitation including the roads, drainage, and utility lines. Staff should strive to incorporate the full cost of operational and capital needs when determining and adopting a new rate plan to ensure that the fund is balanced and, if possible, generates a surplus for capital improvements.

The rates charged by the City of Taylor are currently below market rates in the Central Texas region per burial space when compared to City-owned and managed cemeteries and private cemeteries by an average range of 80 percent to 145 percent. When rates were compared to peer cities, which included smaller communities in the region, rates were still below market by an average of 18%. As of 2016, the City of Taylor Cemetery rate structure includes a $700 fee per burial space (excluding the deed fee). The City also offers internments, the opening and closing of a grave, for a $400 and $500 fee, respectively. In a survey by the Funeral Consumers Alliance of Central Texas, the current average burial space cost is $1650 in City-owned and management cemeteries and over $4400 in area private cemeteries. The average price for a grave in peer cities is $842. Interments are not offered by many city cemeteries. However, those that offer this service do so at an average cost of $1250 while privately-owned cemeteries costs' average $1492. For internments, Taylor is below market by an average range of 56 percent and 72 percent when compared to other City and private cemetery costs.

The rates should be based on the Cemetery's cost of service and benchmarked against the market for comparable publicly-owned cemeteries in Central Texas. More specifically, the City should determine its market area and peer-cities based on factors such as community size, community median income, and proximity, among other variables. Private Cemetery rates should be reviewed for information purposes only, but should not be used to compare rates as they are not as comparable.

Generally, cemeteries serve a region around 20 to 25 miles from the location of the cemetery. For instance, Georgetown is located within this distance and charges $1,025 for a single lot which includes a $200 maintenance fee to contribute to a perpetual

care fund (Funeral Consumers Alliance of Central Texas 2016). On the other hand, the City of Lockhart is comparable with Taylor in terms of community size and other characteristics. Lockhart charges from $500 to $1,200 depending on residency for an adult plot. While San Marcos is located in Central Texas, it is not of close proximity to Taylor nor does it share comparable characteristics. For reference purposes, the City of San Marcos charges $1,450 to $2,550 for an adult plot depending on residency. These comparisons suggest that the city could increase rates without losing market share with other cemeteries in the region. Several comparisons are shown in Table 2 below.

Table 2: Comparison of Fees for Municipal Cemeteries in the Region[1]

	Taylor	Georgetown (1980 Addition)	Georgetown (2007 Addition)	Bastrop	Lockhart	San Marcos	Rockdale
Regular Space[2]	$700	$1,325	$1,025	$1,000	$500	$1,400	$1,600
Open/Close[3]	$600	$100	$100	-0-	$100	-0-	-0-
Fees[4]	$25	$225	-0-	-0-	$26	$76	-0-
Total Paid to City	$1,325	$1,680	$1,035	$1000	$626	$14,76	$1,600

Notes:
[1] Austin not included. Cities within 50 miles of Taylor.
[2] For a regular adult space, resident rate
[3] Families would still have to pay for open/close. Service not offered by city according to website
[4] Includes deeds and maintenance fees

There are several ways to increase prices for burial spaces and internments. For example, the City of Taylor does not charge a nonresident rate. Currently, data for resident and non-resident services is not being tracked thus information is not available to estimate the potential revenue from sales to non-residents. It is recommended that any rate increases be applied equitably by allocating the cost increase to both burial sales and internments for non-residents while keeping other fees the same. Another possibility is establishing a weekend rate versus a weekday rate. Data is not being tracked to determine when digging services occur, therefore, the model assumes the weekday rate. In addition, the model assumes that sales are for adults.

A rate model was developed using three (3) scenarios that reflect what the cumulative revenue versus expenditure activity would be in the Cemetery Operating Fund over a ten (10) year period using different assumptions. The scenarios assume the number of annual plot sales would be seventy (70), the number of interments would be 130, based on the average of the last two (2) years, and that the city's budgeted expenditures would remain the same. Again, note that this is best case scenario because some percent of these sales are at lower rates (e.g., infant internment and spaces). Increases are equally distributed across sales of cemetery spaces and internments.

Whether to take into account the estimated maintenance and water costs is a policy decision. However, this decision does have consequences. To better estimate the true costs of running the cemetery, two models are developed—one where water and maintenance are not included in the costs and one where these costs are included. The ideal is that as a city-owned enterprise, the

cemetery should not operate at a loss. The annual loss or surplus calculated for 10 years with a 3% inflation in costs and assuming that rates are not changed again. The projected losses using this methodology are presented in Table 3.

Table 3: Rate Model Based on Simplified Fee Revenue and FY 2017 Estimated Costs

	Water and Maintenance Not Included			Water and Maintenance Costs Included		
Fees	Current	Breakeven	Surplus	Current	Breakeven	Surplus
Adult Cemetery Spaces (and deed)	$725	$805	$815	$720	$1,135	$1,140
Internment (standard adult, weekday)	$600	$705	$715	$600	$1,135	$1,145
Percent Increase in Fees	------	14.4%	15.9%	-----	71.9%	72.7%
Estimated One Year Surplus or (Deficit)	($19,460)	$140	$2,140	($98,460)	$140	$2,140
Estimated Surplus or (Deficit) over 10 years (3% Increase in Costs per year no changes in fees)	($223,087)	$1,605	$24,533	($1,127,734)	$1,640	$24,533

Notes: Breakeven and surplus model uses round numbers to provide realistic recommendation for price sheets.

If the city adjusted prices to the official inflation rate for all consumer goods, the price for a burial space in 2003 should have grown from $400 to $524 and the price for opening and closing should have grown from $400 to $524. This illustrates that the fees set in the past were quite low. Fees should be set based on industry norms to the greatest extent possible. According to one study, the price of burial spaces doubles every 10 years (Memorials.com). Based on the fees doubling, the fee for space and burial should

have increased to $800 each. The national average cost for a burial space is $1000 and the average cost to open and close the grave is $1000. In other words, there is a basis for significant increases in the fees.

As can be seen in Table 3, an increase of fees of 14.4% will produce and estimated amount of revenue to cover cemetery expenditures so that the cemetery would break even. In order for the cemetery to break even if estimates for water and maintenance costs are included, then the rates would have to be increased 71.9% to $1,135 for an adult space and $1,135 for adult internment. If the rate structure is not changed, and water and maintenance costs are included, the city will incur a loss of over $1.1 million (inflation adjusted) over the next ten years.

Cemetery Operations

Historical perspective

The cemetery land in Taylor was acquired in 1889. This land consisted of a thirty-acre tract sold to the City of Taylor by John S. Barues and Jacob S. Whitmore (City of Taylor Cemetery Website). The oldest burial site is that of the Vance family which dates back to 1853. The oldest stone marker found is located in the northwest section of the cemetery and is that of John S. Miller who died in 1878 (City of Taylor Website). There are two full-time employees assigned to the cemetery. A single "Cemetery Clerk" currently manages the Cemetery and is assisted by a Cemetery Worker. However, some city employees from other departments work in the cemetery as part of their responsibilities (e.g., grounds maintenance).

The number of employees working for the cemetery has changed over the last 10 years. In the 2009-2010 budget year, the cemetery was staffed by two part-time cemetery clerks at .75 of FTE (City of Taylor Budget 2009-2010)). The 2012-2013 budget document reports that the cemetery was staffed by a director, a cemetery clerk, and two full-time maintenance workers (City of Taylor Budget 2012-2013). The reasons for these changes is not known, but this does show that the city cemetery staff is currently lean in comparison. In addition, there was a change in the organizational chart. The city cemetery clerk currently reports to the public works director. In 2010-2011, the cemetery fell under the direction of the streets department within the public works department. In 2008-2009, two cemetery sextons reported directly to the parks and grounds maintenance department within the

public works department. In most cities, municipal cemeteries are either independent departments that report directly to the city manager (or administrator) or fall under the parks or public works departments. There is no ideal placement for the cemeteries, but it is possible that the approach to cemetery management will different depending on the placement in the organizational chart. Ideally the mission and purpose of the cemetery should inform the placement of the cemetery in the organizational chart.

Financial

There are two different budget line items related to cemetery operations. The City of Taylor has a Cemetery Operating Fund and a Cemetery Permanent Fund. The "Cemetery Permanent Fund" was established as a "trust and agency fund" and held in trust by the City, subject to control by the City Council (Chapter 6 Section 6-8 of the City Code). Interest income from the investment of the permanent fund are to be used for beautification and upkeep of the cemetery. As recently as the 2013-2014 Budget, there was also a Land Purchases Fund. The purpose of the land purchase fund was to set aside a percentage of revenues derived from sale of cemetery plots for purchase of additional land to expand the cemetery. The City Council voted to do away with the Land Fund in 2013. According to City Budget documents, interest income from the investment of the permanent funds is to be used for beautification and upkeep of the cemetery which is transferred to the Cemetery Operating Fund (City of Taylor Budget).

A review of public budget documents can be illuminating, but often leads to more questions than answers. Given the different ways of reporting budgets, making comparisons across years can be difficult. In addition, large transfers or deficits might

be reported. However, the policy decisions behind these items is not readily known by reviewing the budget. Given those limitations, several observations can be made. In the 2009-2010 Budget, the City Cemetery operated at a deficit of $2,103 compared to approximately $26,000 average the last three years. However, in 2010-2011, expenditures exceeded revues by $113,620. Recently, transfers from the Permanent Fund to the Cemetery Operating Fund have been relatively stable and averaged $22,171 over the last three years. From the 2012-2013 Budget year, the Permanent Fund project balanced decreased from $733,516 to $706,755. At this rate, there is little danger that the permanent fund will be exhausted. However, there have been very large transfers from the permanent fund in the past that merit attention. In the 2008-2009 the permanent fund was projected to be $769,301. In the prior budget year, the projected balance was $972,817. It is likely that this transfer was used to make repairs and/or buy equipment. For example, the 2009-2010 Budget reports that the city addressed security issues at the cemetery, installed fencing, and installed street markers. The life cycle of the equipment replaced and the need to ongoing maintenance needs to be documented so future transfers of this magnitude can be anticipated.

There is no standard for when rates should be adjusted. The last documented change in the rates occurred in 2003. However, according to one city staff member, there was also a change in 2008. Changing rates too frequently is inefficient and will create confusion. However, changing rates infrequently will lead to growing deficits as the costs of maintaining the cemetery, staffing, water, and other costs continue to increase.

Operational Challenges

There are many operational challenges associated with municipal cemetery maintenance and the city of Taylor cemetery is no exception. The setting of rules and the effective enforcement of these rules is challenging given the emotional aspects associated with cemeteries. While it is indeed difficult, it is imperative for financial and safety reasons. For example, head stone maintenance poses a challenge due to the safety hazard. Lack of regulation or updated standards can be quite costly. The city of Taylor cemetery does not currently require the use of concrete liners. As a result, the cemetery grounds become uneven due to settling of soils and this increases costs of grounds keeping. The use of concrete liners has been found to reduce cemetery maintenance costs due to uneven terrain. The current rules and regulations have not been updated since 2010. Without updated regulations, loved ones install benches and other fixed items that increase mowing time. In addition, families may place items on or around the gravesite that become, over time, eyesores that need to be cleared. Final approval of these new guidelines should be informed not only by cemetery staff expertise, but also by citizen feedback, especially given the cultural differences in the bereavement process. A list of updated rules and regulations created by City Staff is included in Appendix C and staff recommended ordinance revisions are included in Appendix D. Common Examples of violations of current rules, regulations, and ordinances that are not being enforced are shown in Appendix E.

Infrastructure

While a formal inventory of infrastructure needs has not been complied, the condition of existing infrastructure can be preliminarily assessed through anecdotal information such as staff observations, citizen complaints on mowing, street conditions. Staff has noted infrastructure rehabilitation is needed for roads, drainage, and utility lines. The city and cemetery staff should endeavor to complete a systematic assessment of infrastructure needs.

SWOTs Analysis

A SWOTs analysis is a management tool used to explore the internal and external factors that can influence an organizations' success. Strengths and Weaknesses are the internal factors that an organization has some measure of control over. Strengths include an organization's positive assets and processes that lead to organizational improvement over time. Opportunities and Threats are the external factors over which an organization has little to no control. Opportunities include actions that the organization can take to enhance performance and Threats include actions from outside the organization that undermine success. For example, the demographic changes discussed above are outside of the control of the city.

Table 4 presents the SWOTs analysis. The approach used in the development of this SWOTs analysis includes research and evaluation of articles and online reports on trends in municipal cemetery management, a visit to the City of Taylor cemetery site, and review of publicly available City of Taylor Cemetery documents, and discussions with City staff.

Table 4: City of Taylor Cemetery SWOTs Analysis

	POSITIVE	NEGATIVE
INTERNAL	**STRENGTHS**	**WEAKNESSES**
	• Affordability • Accessibility • Staff knowledge and commitment • Land Availability (expansion potential) • Historical Asset • Natural state of property • Low overhead • Public ownership	• Aesthetically unappealing entrance and other elements • Infrastructure condition • Limited staff resources • Limited revenue • Information Accessibility • Lack of technology, electronic records management • Website quality • Low priority among City leaders over the years • Lack of updated Rules and Regulations
EXTERNAL	**OPPORTUNITIES**	**THREATS**
	• History/Educational/Tourism • Community Partnerships • Alternative Land Use (capacity) • Market demands (niches and scatter grounds) • Citizen involvement, volunteers • Regional growth and possible increase in demand • Investments options via use of Permanent Trust Fund	• No Perpetual Care Fund • Competition • Increasing Costs • Market demands (shifting preferences, e.g., cremation, green burials) • Deterioration of Infrastructure • Lean staff • Land use in surrounding areas (possible negative externalities, e.g. Animal Shelter)

The City of Taylor Cemetery's organizational strengths include affordability, accessibility, staff knowledge and commitment, historical asset, low overhead, public ownership, and the remaining developable land availability. The Cemetery's location near a creek and trail amenities improve its position as a natural green space. In addition, the remaining acreage provides the City with flexibility for implementing various measures such as developing additional parcels or building new market offerings such as niches or columbaria walls. A major strength is the City's ability to consider and implement new initiatives because the Cemetery is publicly-owned. One of these key strengths—affordability—is also considered a weakness.

The Cemetery's affordability of services is based on the fact that the City of Taylor currently charges less than other cemeteries in the region. This lower cost, while an asset in the short term, creates challenges in the long term thereby becoming a weakness. Specifically, underfunding leads to a degradation of the infrastructure (water lines, roads, gates, and fences), lower quality maintenance of the landscaping and gravesites, and a lack of funds for improvement projects (e.g., columbaria). The declining quality of the Cemetery can potentially lead to a loss of market share over time. While the Cemetery Manager has experience and expertise in the field (a strength), the manager does not have any support staff (a weakness). Being dependent on a single staff person could have adverse effects such as a loss of institutional knowledge if the employee leaves the organization. In addition, having a lean staff limits the staff's ability to perform additional duties such as data tracking, reporting, and electronic records management which could be used to compile information for the identification of trends and changes in operations thereby enhancing management's decision-making, especially when choosing options for Cemetery improvements and initiatives.

City of Taylor Cemetery Entry Gate

View of Cemetery Grounds

Another weakness is the quality of the website that may result in low visibility among residents, visitors, and potential customers. In other cities, the historical, cultural, and social benefits are highlighted on websites and other venues. In addition, the use of the Cemetery beyond burials brings visibility to the Cemetery through media stories.

One of the major threats the Cemetery faces is loss of market share due to a lack of competitiveness with other publicly-owned cemeteries and the failure to adapt to industry trends such as cremation. A lack of prioritization among City officials over the years may have led to inaction on critical issues such as changing the price structure to more accurately reflect costs. This has led to the currently operating deficit and limited revenues for addressing infrastructure needs. Since the Perpetual Care Fund has not been utilized effectively, limited revenues exist for sustaining or enhancing Cemetery maintenance. Finally, the strategic use of existing resources to create new products that can enable the Cemetery to meet new market demands has not been evaluated.

Despite these weaknesses and threats there are several external factors that may present opportunities for the Cemetery. There is a growing demand for end-of-life services with an aging baby-boomer population and the rapidly increasing population in the Central Texas region. These trends do not, however, automatically translate to increase in Cemetery sales. The Cemetery's abundance of land and history provide it with an opportunity to explore secondary uses for the grounds including other options for interments, parks, and green space. Selling land to enhance the perpetual care fund is another opportunity and is discussed in more detail below.

The SWOT analyses were also conducted for purposes of developing or revising mission statements. The report turns to the topic of the mission statement in the next section.

Mission Statement

A mission statement explains an organization's overall goals in a clear and concise manner. An effective mission statement includes several critical elements. The mission statement should identify the customers and region the organization serves. The mission statement should also include a description of the products and services provided by the organization. A mission statement typically includes a statement of the organizations values and public image. Mission statements can also include a description of the organization's policy regarding employees, its strategic position within the market, its financial objectives, and a description of the essential technology it employs.

The City of Taylor Cemetery does not currently have a visible or known mission statement. A review of historical budget documents over the last 8 years found that a mission statement was reported in the 2012-2013 FY budget. The mission statement was to "Be attentive and responsive to individuals and families during difficult times and support the overall needs of the community." The City of Taylor's mission statement is to "be a productive, fiscally responsible organization that takes proactive steps to ensure economic growth and the safety, wellbeing, and the success of Taylor residents and the growth of business." Based on a review of City Cemetery mission statements in the region, and other sources, the following mission statements were developed. Each of the mission statements is being provided to facilitate further discussion among City staff and stakeholders on a mission statement for the City of Taylor Cemetery.

Sample Mission Statement #1: *Our mission is to serve the Greater Taylor community by caring for families and loved ones as we provide them with accessible and traditional end-of-life services on our idyllic and historic grounds.*

Sample Mission Statement #2: *The Taylor Cemetery staff with great care and dedication provides a serene and dignified setting to serve as the final resting place to your loved ones and to honor the history of the city and its residents.*

Sample Mission Statement #3: *Our mission is to provide the city of Taylor with exceptional and traditional burial services. Our cemetery offers a vast amount of space and has the theme of a more historical setting. With our beautiful rural surroundings, we will see that you and your loved ones are treated respectfully and with care by our gracious staff and employees.*

Sample Mission Statement #4: *The City of Taylor Cemetery strives to provide exceptional, respectful, and caring customer service for communities in and around Taylor, Texas. In addition to the natural beauty and historical significance of the land, the cemetery provides a well-maintained, safe, and peaceful final resting place for your loved one.*

Sample Mission Statement #5: *Serving the Great Taylor community, caring for families and loved ones by providing them with accessible and affordable burial services in a peaceful, historic setting that honors tradition, community, and family.*

Sample Mission Statement #6: *The City of Taylor cemetery is dedicated to provide a peaceful and valuable option to central Texas residents when laying their loved ones to rest. We believe in treating the families and cemetery visitors with respect and compassion, connecting guests to the rich history of the grounds, and maintaining the grounds throughout the year. The staff is knowledgeable and prepared to guide you in the right path, because customer satisfaction is our top priority. We welcome the community in every aspect, taking in volunteers to help coordinate and provide additional assistance to our customers.*

Logic Model

A logic model presents a picture of how an organization's strategic efforts will achieve the organizational goals suggested in the mission statement. Logic models provide a clear visualization of how certain activities will bring about change and desired

results. Logic models can direct an organization's focus by providing a common language and point of reference at all points in the operational process. They also allow organizations to stop and review their progress at various points and make adjustments as necessary.

A logic model has five (5) primary components. First, logic models have a purpose or mission that may be expressed as problems or opportunities the organization faces. Second, logic models identify an organization's inputs, resources, and other assets. Third, a logic model lists specific activities the organization plans to carry out. These activities should be carefully considered and guided by the organization's overall strategy. Focusing efforts on activities that will not achieve strategic outcomes defeat the purpose of the logic model to streamline organizational goals. After activities have been identified, a logic model then defines the outputs that will measure activity performance. Outputs are measurable indicators that can identify the effectiveness of an activity. Lastly, a logic model outlines the intended outcomes that are the direct result of the previously identified activities. Outcomes may be either short-term or long-term.

City of Taylor Cemetery Logic Model

All the mission statements above address the needs to satisfy customer's desires for competitive costs and quality without placing undue burdens on the taxpayers if the Cemetery is not self-supporting. Logic models are best developed and used by first examining the short-term outcomes and then determining if the organization has the resources to accomplish these short-term outcomes that will then lead to long-term outcomes that help accomplish the mission statement.

The project researchers identified the following three short-term outcomes: (1) Reduce use of Cemetery fund deficit by 20% per year for three years; (2) 80% satisfaction rating on customer satisfaction index; (3) 80% of customers would recommend the City of Taylor Cemetery to others. Outcome 1 focuses on making the Cemetery self-supporting without general fund resources by addressing the Operating Fund deficit. If the Cemetery is dependent on general fund revenues, then investments in quality and maintaining competitive pricing becomes more difficult during tight fiscal periods or when public priorities shift. Outcome 2 addresses the issues of Cemetery maintenance and customer service. Outcome 3 focuses on customer's willingness to recommend the City Cemetery to others to maintain and grow its market share. Outcome 2 and 3 are aimed at satisfying the customer which could lead an improved reputation that not only leads to more referrals, but also to enhancing the image of the Cemetery in the City (medium range outcome) and eventually in the region (long-term outcome). As the trend of families choosing cremation over traditional burial increases, the City of Taylor cemetery should strive at improving its regional reputation to attract the potentially smaller percentage of families choosing traditional burial. The possibility exists for other cemeteries to enter the market and existing

ones might also improve services and quality. Appendix A presents as sample customer survey that can be used to measure satisfaction on these, and other, criteria.

To accomplish these outcomes, the City and City Cemetery staff would need to undertake several activities. Some of the activities listed in the table are already occurring to some degree. In other cases, these activities can be initiated with additional resources. Specific activities that could be undertaken include: (1) Development of methodology for market-rate comparison; (2) Consider adopting a rate structure for residents, non-residents, and weekend rates; (3) Improve standards for grounds keeping and update rules and regulations; (4) Increase price of cemetery plots and interment to within 10% of peer city rate; (5) Adopt a fee to enhance the perpetual care fund; (6) Encourage creation of a 501(c)(3).

Volunteers can serve as a very important resource for the Cemetery and, in the absence of an annual surplus, can be a viable option to increase capacity of the Cemetery staff. Encouraging the creation of a non-profit organization to support the Cemetery is another form of improving support, but this can take time to implement. Several cities that were researched have active nonprofits that support their activities and raise funds to assist with Cemetery maintenance and improvements. For example, the City of San Marcos Friends of the Cemetery is a 501 (c)(3) that allows residents and family members to make tax deductible donations and for the organization to hold various functions and other fundraising activities (http://www.sanmarcoscemetery.org).

Table 2: City of Taylor Cemetery Logic Model

Inputs	Outputs	Outcomes		
		Impact Time Frame		
	Activities	*Short*	*Medium*	*Long*
Public Works Director Cemetery Manager Cemetery Staff Volunteers University Partners	Develop methodology for market rate comparison. Consider adopting a rate structure for non-residents and weekend burials. Increase price of Cemetery plots and inter-ment to within 10% of peer-City rate. Improve standards for grounds keeping and update rules and regulations Develop and distribute customer satisfaction survey. Recruit volunteers to answer phone and email service requests during office hours Train volunteers on bereavement process and cultural competency Adopt a fee to enhance the perpetual care fun Encourage creation of a 501(c)(3)	Reduce use of Cemetery Permanent fund by 20% per year for three years. 80% satisfaction rating on customer satisfaction index. 80% of customers would recommend the City of Taylor Cemetery to others.	Deficit elimination and infrastructure investment. Increased market share for Cemetery services. Reduce reliance on general fund and Cemetery Permanent Fund for Cemetery maintenance and improvements Improved image and maintenance of the Cemetery for current and prospective customers.	Increased market share for Cemetery services. Increased market share among in the region. Stabilize perpetual care fund.

Further guidance on Cemetery mission statements, logic models, and performance measures can be found using sources such as other City-owned cemeteries. For example, the City of Laredo Cemetery provides a useful example illustrated in Appendix B (City of Laredo 2009: 234-235). It is important to note that the City of Laredo Cemetery has 8.43 FTEs, sold 171 lots in 2007, and maintains 34 acres. The City of Taylor Cemetery should review all current data collection tools and determine if ones similar to the City of Laredo Cemetery can be collected. As previously mentioned, due to limited staff resources, some of the performance measures and recommendations in this report may seem beyond the scope of current capacity. While this may be the case, the recommendations provide a list of items that could be adopted incrementally.

Recommendations

This report was completed as part of a Service Learning Project for the Texas State University Master of Public Administration (MPA) Program to serve as a resource for the City of Taylor. An important observation to note is that the City of Taylor Cemetery is served by knowledgeable staff and is well-managed despite its challenges. City staff also contributed to this report by providing information and feedback on earlier drafts. The management practices that are being recommended (e.g., mission statements, logic models, performance measures) are not commonly used by public cemeteries in smaller communities. Cemeteries that implement these practices are typically located in large cities.

The recommendations are divided into short-term and long-term timeframes. The short-term recommendations are based on higher-priority items that are associated with the Cemetery's financial condition and infrastructure needs which should be considered within the next 1-2 years. The long-term recommendations require additional analysis and, therefore, should be considered within a 2-5 year planning period. As part of the implementation process, the suggested framework for incorporating stakeholder feedback and participation is using focus group meetings to discuss the report and suggested recommendations. Stakeholders include citizens, customers, funeral home owners, and the families who have their loved ones buried at the Cemetery. Overall, taking incremental steps over the long-term will lead to a Cemetery that better serves the community.

Short-Term

Recommendation #1: Consider increasing rates to address Cemetery Operating Fund deficit based on Central Texas market rates for City-owned and managed Cemeteries. Consider implementing a non-resident rate and increasing weekend rate.

Recommendation #2: Complete the condition assessment for the prioritization of capital improvements.

Recommendation #3: Evaluate the allowable use of Cemetery Permanent Fund revenues for an investment in columbaria walls or niches to adapt to market changes.

Recommendation #4: Evaluate Cemetery rules and regulations for improvement to operations and maintenance and to preserve historical and aesthetic qualities.

Recommendation #5: Improve the website to increase awareness of the Cemetery and the services that it offers. Improvements to the website should be aimed at enhancing the strengths of the Cemetery in an effort to generate more potential customers.

Long-Term

Recommendation #6: Adopt a mission statement and implement a logic model with measures for collecting and tracking information on key performance indicators.

Recommendation #7: Explore building a columbaria wall and urn space to accommodate changing demands as families choose cremation over traditional burial.

Recommendation #8: Explore the creation of a 501(c)(3) non-profit organization to enhance the historical, social, and cultural benefits to the city.

Recommendation #9: Explore the possibility of selling a portion of the Cemetery land in order to use the proceeds to add to the perpetual care fund that can be used for Cemetery improvements.

Recommendation #10: Consider hiring a part-time clerk to assist the Cemetery Manager with record keeping, reports, and customer service.

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Appendix A

Customer Satisfaction Survey

Please place an "X" in the box that indicates your level of agreement with the following statements:	**Strongly Disagree**	**Disagree**	**Undecided**	**Agree**	**Strongly Agree**	**Not Applicable**
The Cemetery grounds are well-maintained						
The Cemetery grounds are well-landscaped						
The Cemetery grounds and gravesites were mowed						
The Cemetery greenery (bushes, trees, shrubs, etc.) were trimmed						
The Cemetery roads are smooth to drive on						
Grave sites were clean and without trash						
The general Cemetery grounds were free of waste or debris						
The Cemetery gate was functional and well-kept						
It was easy to contact Cemetery staff						
The Cemetery staff responded in a responsible timeframe						
The Cemetery staff was courteous						
The Cemetery staff was knowledgeable.						
The City of Taylor Cemetery provides good value for the price						
I would recommend the City of Taylor Cemetery to others						

Please let us know how we can improve:

Anything else you want us to know?:

Appendix B

Sample Mission Statement, Objectives, and Measures

City of Laredo Cemetery Mission Statement

The purpose of the cemetery is to provide a hazard fee environment, preserving aesthetic appearance and beautifying the City cemetery grounds in order to serve the public by providing burial services during time of grief.

City of Laredo Cemetery Objectives and Planned Accomplishments

- Keep the cemetery at a high level of appearance at all times through improving maintenance schedules.
- Maintain a high level of customer service assistance.
- To improve accounting and records management programs by updating the accounts receivable system.
- To continue with the Visio/Mapping program data entry in order to update old cemetery maps.

City of Laredo Cemetery Performance Measures: Outputs

- Number of burials serviced
- Number of lots sold
- Number of cemetery acres maintained
- Number of graffiti/vandalism incidents repaired
- Number of hazards reported and repaired
- Number of grave space purchase requests processed

City of Laredo Cemetery Efficiency Measures

- Number of burials serviced per FTE—groundskeeper
- Number of cemetery acres maintained per FTE—groundskeeper
- Number of graffiti/vandalism incidents repaired per FTE—groundskeeper
- Number of hazards reported and repaired per FTE—groundskeeper
- Number of grave space purchase requests processed per FTE—clerk

City of Laredo Cemetery Effectiveness Measures

- Percent cemetery acres mowed on schedule
- Percent of cemetery records computerized

Appendix C

Staff Recommended Revised Rules and Regulations

Appendix D

Staff Recommended Ordinance Revisions

Appendix E

Common Violations of Current Rules with No Enforcement

Staked flowers, statues, and plantings

Plantings that overtake the lot and adjoining lots.

Decorative objects staked into the ground.

Fencing/edging around plots

Benches, statues, and overwhelming flower arrangements

Edging, staked decorations, rock covering, lanterns, chairs, etc.

Homemade headstones

Statues, plantings, and rock

Metal sign staked into the ground

Crosses staked in the ground

Oversized flag now falling over onto the ground

City of Taylor Cemetery

Est. 1889

Rules and Regulations

JUNE, 2017

Cemetery Manager
512-352-3531
1101 East 4th Street
Taylor, Texas 76574
Office Hours: 9-4 Mon-Fri

Purpose

The following rules and regulations have been adopted as a guide to the use and management of the Cemetery. The rules and regulations will help protect all who have interest here. All owners of interment rights, visitors and contractors performing work within the Cemetery shall be subjected to said rules and regulations, amendments or alterations as shall be adopted by the City of Taylor City Council from time to time.

Definitions

Cemetery - place that is used or intended to be used for interment, and includes a graveyard, burial park, or mausoleum.

Cemetery Purpose - A purpose necessary or incidental to establishing, maintaining, operating, improving, or conducting a cemetery, interring remains, or caring for, preserving, and embellishing cemetery property.

Funeral Establishment – A place of business used in the care and preparation for interment or transportation of human remains, or any place where one or more persons, either as sole owner, in co-partnership, or through corporate status, are engaged or represent themselves to be engaged in the business of embalming or funeral directing.

Grave – a space of ground that is on a burial park and that is used or intended to be used for interment.

Interment – the permanent disposition of remains by burial.

Interment Right – the right to inter the remains if a decedent in a space.

Lot – spaces in a cemetery owned by an individual that is used or intended for use for interment.

Perpetual Care – the maintenance, repair and care of all places in the cemetery.

Cemetery Care – the maintenance of the cemetery consists of mowing, bi-annual clean-ups and all water and road repairs.

Perpetual Care Cemetery- a cemetery for the benefit of which a perpetual care trust fund is established as provided by State law.

Plot Owner – a person:

a. in whose name a space or lot is listed in a cemetery organization's office as the owner of the exclusive right of sepulture; or

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b. who holds, from a cemetery organization, a certificate of ownership or other instrument of conveyance of exclusive right of sepulture in a particular space or lot in the organizations cemetery.

Remains – either human remains or cremated remains.

Sepulture – burial of remains or interment of remains, or a burial

place. **Cemetery Manager Authority of:**

a. Person in charge of a cemetery who has the same powers, duties and immunities granted by law to:

- A police officer in the municipality in which the cemetery is located; or
- A constable or sheriff of the county in which the cemetery is located if the cemetery is outside a municipality.

b. A person who is granted authority under Subsection (a) shall maintain order and enforce the cemetery organization's rules, state law, and municipal ordinances in the cemetery over which that person has charge and near the cemetery as necessary to protect cemetery property.

Space – a single grave for burial of remains, but no more than two sets of remains when one set of remains are ashes.

Space- single standard grave for burial of remains may consist of:

- Two sets of remains when one set of remains are ashes.
- Two sets of remains when both remains are infants.
- Two sets of remains when both remains are ashes.

Standard Grave- the standard size of a grave is thirty six (36) inches wide, ninety-six (96) inches long and sixty (60) inches deep.

Oversized Grave- the oversized size of a grave is thirty-seven to forty-five (37-45) inches wide ninety-six (96) inches long and sixty (60) inches deep.

Infant Grave- the standard size of an infant grave is thirty-six (36) inches wide, forty-eight (48) inches long and thirty-six (36) inches deep. Infants **<u>may not</u>** be placed at the foot of an existing occupied grave of a family member or non-family member.

Ashes Grave- the standard size of a grave for Ashes is thirty-six (36) inches wide, forty-eight (48) inches long and twenty-four (24) inches deep. Ashes may be placed at the foot of an existing occupied grave of a family member or non-family member with written consent of the said family.

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General Rules and Regulations

1. Rules and Regulations of the Cemetery and prices for burial spaces and services are made by the City Council and become effective upon approval by the City Council.

   The Cemetery may, and it hereby expressly reserves the right, at any time, with or without notice to lot owners, to adopt new rules and regulations or to amend, alter and/or repeal any rule, regulation and/or article, section or paragraph in these Rules and Regulations. Special cases may arise in which the literal enforcement of the rule may impose unnecessary hardship. The Cemetery, therefore, reserves the right, without notice, to make exceptions, suspensions or modifications in any of the Rules and Regulations when, in its judgment, the same appear advisable, and such temporary exceptions, suspensions or modifications shall in no way be construed as affecting the general application of such.

2. The Cemetery retains to itself, for the benefit of all interment right owners, full and complete supervision, control and management of the land, buildings, improvements, roads, walks, utilities, development, books and records, and the full and complete authority, rights and privileges to make, change administer and enforce all rules and regulations and restrictions not inconsistent with the laws of this State wherein this Cemetery is located.

3. Owner of a lot in the cemetery shall not allow interments to be made in their lot for remuneration nor shall any transfer or assignment or sale of any lots or spaces or an interest therein be valid without the consent in writing of the city manager endorsed upon such transfer or assignment. A fee of thirty dollars ($30.00) shall be charged for the making of said transfer.

4. Lots must be paid in full before a burial is made. All lots and spaces in the cemetery shall be conveyed to the purchaser by special warranty deed duly executed by the city manager and attested to by the city clerk with the city seal impressed thereon.

5. Visiting hours:

   Cemetery
   Office Hours
   9:00am – 4pm Weekdays
   Closed Saturday
   Closed Sunday
   Closed Holiday's
   Grounds are open till 7 for families to enter the gates, after 7 it will be trespassing.

6. No disinterment shall be allowed in the city cemetery except by the written consent of the City Manager upon written order of the owners of said lot. Disinterment shall only be made under the direction of the cemetery authorities and in conformity with state laws. Before any grave in the cemetery is permitted to be opened, a written order shall be

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required from the owner of said lot or space on which said grave is situated and the same shall only be opened after receiving written permission to open same from the City Manager. No interment of remains shall be placed in the city Cemetery Manager has issued a permit if needed. Application for interring a body shall be made to the city Cemetery Manager, and he/she shall issue a permit for such interment, providing such application by proper certificates, as required by state law. In said such application for interment there shall be stated the exact location of the lot on which the remains are to be interred and the time that said burial will take place and such evidence, as may be necessary, to show that the owner of said lot or space has consented to the burial of said remains on said lot or space.

7. All payments for the open and closing of the grave should be paid before or at the time of interment. If the cemetery manager does not receive payment the service will not take place.

8. In case of disinterment from a single grave or re-interment in spaces of other owners no allowance will be made for the grave vacated and relinquishment of such grave to the city shall be required before an order is issued for disinterment.

9. When single graves are vacated by disinterment by the view of re-interring in a higher priced grave or space the price originally paid for such grave or space shall be allowed in part payment on the new purchase price, the usual charge for disinterring and interring to be made in both cases.

10. The City Council may from time to time fix the prices at which lots or single spaces may be sold and may from time to time establish fixed charges for open and closing the grave and other services to be performed by the Cemetery Manager.

11. All lots and spaces shall be maintained on a uniform level and no lot shall be raised or terraced.

12. No lot or space enclosure of any kind whatsoever shall be permitted.

13. No sign or other indication that a lot or space is “For Sale” shall be permitted within said cemetery.

14. No metallic urns, monuments, headstones or anything of any shape in metal will be permitted upon the lot or spaces except pure bronze, statuary or stone, cement or cement pedestals.

15. All burials must have a concrete or metal liner to be interned in the cemetery.

16. No vaults shall be built entirely or partially above the ground without the permission of the public works director and all of the same must be furnished with shelves allowing interments to be made and perpetually sealed; all monuments and all parts of vaults above ground shall be of marble, bronze, cement or other cut of stone.

17. No benches, iron work seats or vases shall be placed upon said lots or spaces.

18. Dogs are not permitted except when kept on a leash or in a vehicle.

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19. No flagging spaces for mowing, all mowing will be done by the city cemetery.

20. Bringing alcoholic beverages or illegal drugs into the Cemetery is strictly prohibited.

21. No planting of any flowers, shrubs or trees will be allowed.

22. The Cemetery reserves the right to limit floral tributes. Only one floral tribute per space will be allowed.

23. No decorative objects or photos. No toys, glass containers, ceramic containers shall be permitted. All such unauthorized items will be removed by the cemetery manager without notice.

24. The Cemetery reserves the right to remove all flowers, wreaths, crosses or other decorations that go against the rules and regulations of the cemetery.

25. Items not allowed to be placed on a lot within the cemetery include: shepherd's hooks, standup decorations, crosses, coping, curbing, decorative rocks, fencing, hedging, grave mounds, borders or enclosures. No decorations of any type are permitted in the trees or cemetery plantings.

Management of the Cemetery

26. The public works director, by designation of the city manager, shall have general charge and supervision of the city cemetery and shall have full authority to employ, hire and fire any of said employees that he or she may deem necessary.

27. The cemetery shall have the right to enter upon or use any adjoining lot or lots to carry out duties for interments without prior notice to the lot owner.

28. The use of one grave space shall be limited to interments as follows unless otherwise permitted by the Cemetery:

    a. One adult burial, or

    b. One adult burial and one urn of cremated remains, or

    c. Two urns of cremated remains

29. All purchases of cemetery spaces shall be paid in full at the time of purchase.

30. Funerals must be called in 48 business hours in advance.

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31. No workmen or laborers shall be admitted to the cemetery for the purpose of doing any work therein without permission of the Cemetery Manager. All work shall be done under the supervision of the Cemetery Manager.

32. All work in said cemetery by any person, not connected with the city shall be conducted and performed during the hours from 9:00 a.m to 4:00 p.m. On Monday's through Fridays. No work shall be performed by such outside laborers on Saturday or Sundays or during any other time not expressly authorized herein. It is understood that this shall not apply to the city or its employees, agents or servants.

Flower & Decoration Regulations

33. The Cemetery reserves the right to remove all flowers, wreaths or other decorations from lots as soon as they become unsightly. The grounds will be cleared of decorations twice a year. Spring cleanup begins March 1, and Fall cleanup begins October 1. In order for a family to save any decorations placed on a grave, the decoration should be removed prior to these dates. New decorations may be placed beginning April 1 and November 1 respectively.

34. Fresh flower arrangements are allowed on lots in a disposable vase. Artificial flowers are to be placed at the head of burial space. All faded flowers will be removed by the cemetery.

35. Grave blankets and wreaths are allowed as winter decorations from November 15 until the spring cleanup beginning March 1.

36. Flags may be placed on graves on Memorial Day, the Fourth of July, Flag Day, and Veterans Day. Flags should be kept to 12" by 18" in size or smaller. Flags are subject to removal by Cemetery within ten (10) days of the Holiday.

37. Trees and shrubs are placed throughout the Cemetery by the Cemetery for overall beauty and serenity of the grounds. Individual graves are not permitted to have trees or shrubs. Any such tree or shrub not approved by the Cemetery may be removed without notice to the lot owner.

38. Certain lots embrace a tree that may interfere with space that otherwise might be used for burial. In such a case, the Cemetery recognizes that right to the retention of the trees as prior to the right of use of such space for burial.

39. Glass is prohibited at all times.

40. Devotional lights of any type are prohibited in the Cemetery.

41. The Cemetery shall have the right to remove all objects whose appearance and condition warrant removal and/or violate the Cemetery's rules and regulations. The Cemetery also will not be liable for any flower or decoration removed or lost by any cause.

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Planting Policies

INDIVIDUAL BURIAL SPACES

42. The City owns all green spaces throughout the cemetery and reserves the exclusive right to plant in those spaces. Any planting will be done by the city for beautification purposes.

43. Planting of any kind will be prohibited this includes: plants, shrubs and trees.

44. The City Council shall have the right to remove any monument(s) effigy, structure, tree or flower placed in or upon any lot or space in the cemetery which shall be determined by the City Council to be offensive, improper or injurious to the appearance of the surrounding lots or ground; and in order to remove same the City Manager shall authorize city staff to enter upon such lots or spaces.

Family Monuments

45. Family monuments or benches are not permitted except on a lot (consisting of eight single grave spaces in the third and fourth additions or 12 single grave spaces in the first and second additions) and will be removed if they are placed without the permission from the Cemetery Manager.

Markers and Monuments

46. Only one monument shall be placed on each lot and said monument shall not exceed six (6) feet in height above the surface of the ground and said monument shall be placed in center of said lot and shall only be erected when proper foundation is built to support the weight of same. Family stones shall be placed in the center of the lot. In cases of owners owning one-half lot only, a written agreement between the owners of each one-half lot, to the effect that the location of the marker shall be in the center of the lot. Where there is an underground concrete vault, the owner may place a monument off-center of the lot subject, however, to the approval of the Cemetery Manager.

47. The headstone for graves or any structure used to mark a grave must not exceed six (6) inches in height above the surface of the ground nor more than fifteen (15) inches in width and must not exceed thirty (30) inches in length for single graves and seventy-eight (78) inches in length where one headstone is to serve for (2) graves.

48. The footstone for a grave shall not exceed twelve (12) inches in width and twenty-four (24) inches in length and must be installed flush to the ground. Footstones must be

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placed on a foundation as prescribed by the Cemetery Manager. Only one footstone shall be allowed per grave site.

49. No steps to lots will be permitted in said cemetery. Stone slabs shall be permitted so long as slabs do not extend or protrude above the natural ground level of the cemetery of lot or space in question, being understood that it is necessary from a maintenance standpoint that the city be able to mow over and across any slab without damage to the slab or city equipment.

50. Before any monument, headstone or temporary marker shall be placed in city cemetery, the person desiring to place said cemetery shall submit to the Cemetery Manager a description of said monument, headstone or temporary marker, and in the event said monument, headstone or temporary marker is in conformity with the rules and regulations herein provided the Cemetery Manager shall permit the erection of said monument, headstone or temporary marker. Items shall not be permitted to be erected or placed in said cemetery without the signed written permit from the Cemetery Manager.

51. The erection and placing of all monuments, headstones and marker shall be under the direction and supervision of the Cemetery Manager and no monument, headstone or marker shall be permitted to be placed in said cemetery unless a proper foundation as prescribed by the Cemetery Manager which will be adequate to sustain the weight of monument, headstone or marker.

52. In the event a memorial or headstone is placed where it is necessary to remove it for an interment or disinterment, the cemetery shall have the right to remove such memorial or headstone without providing notice to the lot owner.

53. No workmen or laborer's shall be admitted to the cemetery for the purpose of doing any work therein without permission of the Cemetery Manager. All work shall be done under the supervision of the Cemetery Manager.

54. All fees or encumbrances due on a lot must be paid in full prior to any memorial being placed on the lot, including any installation fee.

55. The Cemetery may, at its own expense, without any liability, correct any error that may occur in the placing of a foundation or memorial.

56. Memorials shall be set in accordance with the general plan of the cemetery. Not more than two (2) memorials may be placed on a grave, one at the head and the other at the foot, unless otherwise approved by the Cemetery Manager.

57. The headstone for graves or any structure to mark a grave shall:

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a. In the “first addition” of the city cemetery, and for the “first addition” only, no height measurement above the surface of the ground, (15) inches in width and must not exceed (30) inches in length for single graves and (78) inches in length where one headstone is to serve for two graves must be placed upon a foundation as prescribed by the Cemetery Manager.

b. In the “second addition” of the city cemetery, and for the “second addition” only, no height measurement above the surface of the ground, (15) inches in width and must not exceed (30) inches in length for single graves and (78) inches in length where one headstone is to serve for two graves must be placed upon a foundation as prescribed by the Cemetery Manager.

c. In the “third addition” of the city cemetery, and for the “third addition” only, not exceed (6) inches in height above the surface of the ground nor more than (15) inches in width and must not exceed (30) inches in length for single graves and (78) inches in length where one headstone is to serve for two graves same must be placed upon an foundation as prescribed by the Cemetery Manager.

d. In the “fourth addition” of the city cemetery, and for the “fourth addition” only, must be flushed to the ground and shall not exceed (15) inches in width and must not exceed (30) inches in length for single graves and (78) inches in length where one headstone is to serve for two graves and same must be placed upon a foundation as prescribed by the Cemetery Manager.

58. No monument, headstone, slab or benches may be laid by lot owner without a signed permit from the Cemetery Manager. Cemetery Manager has the right to remove by the approval of the public works director.

59. Such protective memorial or slab shall not exceed (40) inches in width and (90) inches in length and no part thereof, with the exception of marker thereon or elevated portion with tablet for inscriptions, shall extend more than (4) inches above the level of the surface of the ground as determined in each instance by the Cemetery Manager. In the event any marker or elevated portion with tablet for inscriptions is embodied in or placed upon such protective memorial or slab, such marker or elevated portion shall not be more than (15) inches in width, (30) inches in length, four and one-half inches in height on its low side and (6) inches in height at its highest point, height as used is the sentence meaning height above the main surface of the protective memorial slab.

60. Such protective memorial or slab shall be set at least one-inch in a concrete foundation and such foundation shall not extend at least three inches under the full length of both ends and both sides of the protective memorial or slab. Both ends and both sides of the foundation shall not be less than (10) inches in width and (12) inches in depth, and shall be reinforced with not less than two-half inch steel rods in each end and shall extend the full length of each end and each side and shall be located two inches from the bottom of the foundation and five inches apart. No part of such foundation shall be less than two

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inches below the level of the surface of the ground as determined in each instance by the Cemetery Manager.

61. Said foundation shall be supported by six perpendicular concrete piers, one at each corner of the foundation and one in the center of each side of same. Each such pier shall be at least (8) inches in diameter, shall extend to a depth of not less than (2) feet below the bottom of the grave and shall be reinforced with one-half inch steel rod which shall extend from the bottom of such pier up into the foundation and shall have a hook at its top which hooks over one of the reinforcing rods in the foundation.

62. All concrete used in such foundation and piers supporting same shall be made of Portland cement, washed sand and washed gravel in the following proportions, to wit: one part cement, two parts sand and four parts gravel. No cement shall be poured for such foundation or piers until the forms, reinforcing rods and their placement and security thereof have been inspected and approved by the City Cemetery. When the pouring of concrete is commenced, it shall continue without intermission, as near as practicable, until all concrete used in such foundation and piers is poured.

63. All headstones, footstones, and monuments placed prior to the passage of the rules and regulations although non-conforming are allowed and do not create a precedent for other non-conforming structures.

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Chapter 6 - CEMETERIES[1]

ARTICLE I. - IN GENERAL[2]

Sec. 6-1. - Purpose.

The purpose of this article is to establish clear and unambiguous rules and regulations pertaining to the city cemetery.

(Ord. No. 2002-43, § 1.0, 1-9-2003)

Sec. 6-2. - Definitions.

Words and terms used in this cemetery article shall be given the meanings set forth in this section. All words not defined shall be given their common, ordinary meanings, as the context may reasonably suggest. In case of a dispute over the meaning of a term not defined in this article, or over the application of a definition that is set forth, the city attorney shall give a written interpretation of such term(s) and application(s).

Cemetery shall mean a place that is used or intended to be used for interment, and includes a graveyard, burial park, or mausoleum.

Cemetery purpose shall mean a purpose necessary or incidental to establishing, maintaining, managing, operating, improving, or conducting a cemetery, interring remains, or caring for, preserving, and embellishing cemetery property.

Cemetery Manager shall mean a person who is granted the authority as part of their position with the City of Taylor to maintain order and enforce the cemetery organization's rules, state law, and municipal ordinances in the City of Taylor Cemetery as necessary to protect Cemetery property.

Funeral establishment shall mean a place of business used in the care and preparation for interment or transportation of human remains, or any place where one or more persons, either as sole owner, in co-partnership, or through corporate status, are engaged or represent themselves to be engaged in the business of embalming or funeral directing.

Grave shall mean a space of ground that is in a burial park and that is used or intended to be used for interment in the ground.

Human remains shall mean the body of a decedent.

Interment shall mean the permanent disposition of remains by burial.

Interment right shall mean the right to inter the remains of a decedent in a space.

Lot shall mean spaces in a cemetery owned by an individual that is used or intended for use for interment, eight adjoining graves or spaces.

Perpetual care shall mean the maintenance, repair and care of all places in the cemetery.

Perpetual care cemetery shall mean a cemetery for the benefit of which a perpetual care trust fund is established as provided by state law.

Plot owner shall mean a person:

(1)

In whose name a space or lot is listed in a cemetery organizations office as the owner of the exclusive right of sepulture; or

(2)

Who holds, from a cemetery organization, a certificate of ownership or other instrument of conveyance of exclusive right of sepulture in a particular space or lot in the organization's cemetery.

Remains shall mean either human remains or cremated remains.

Sepulture shall mean burial of remains or interment of remains, or a burial place.

~~Sexton~~Cemetery manager~~, authority of:~~

~~(1)~~

~~Person in charge of a cemetery who has the same powers, duties, and immunities granted by law to:~~

~~• A police officer in the municipality in which the cemetery is located; or~~

~~• A constable or sheriff of the county in which the cemetery is located if the cemetery is outside a municipality.~~

~~(2)~~

~~A person who is granted authority under subsection (1) shall maintain order and enforce the cemetery organization's rules, state law, and municipal ordinances in the cemetery over which that person has charge and near the cemetery as necessary to protect cemetery property.~~

Space shall mean a single grave for burial of remains, but no more than two sets of remains when one set of remains is ashes.

Standard grave shall mean the standard size of a grave in this article is 36 inches wide, 96 inches long and 60 inches deep.

(Ord. No. 2002-43, § 2.0, 1-9-2003)

Sec. 6-3. - Management of the cemetery.

The public works director as designated by the city manager shall have general charge and supervision of the city cemetery and shall have full authority to employ, hire and fire any of said employees that he may deem necessary. The ~~city manager~~public works director shall have authority to employ a ~~sexton~~cemetery manager ~~cemetery who~~manager who shall have charge of the day-to-day operation of said cemetery under the control and direction of the ~~city manager~~public works director. The ~~city manager~~public works director shall cause to be kept duplicate records of all lots and spaces sold so that the same can be found and properly identified and he shall see that all maps and plans of the grounds are preserved.

(Ord. No. 2002-43, § 3.0, 1-9-2003)

Sec. 6-4. - Conveyance of lots and spaces.

All lots and spaces in the city cemetery shall be conveyed to the purchaser by special warranty deed duly executed by the city manager and attested to by the city clerk with the city seal impressed thereon. The deed shall contain a provision making the sale subject to the terms and conditions of this article applicable to the cemetery.

(Ord. No. 2002-43, § 4.0, 1-9-2003; Ord. No. 2009-19, § 2(4.0), 5-13-2010)

Sec. 6-5. - Transfer or sale of lots and spaces by grantee.

Owners of a lot in the city cemetery shall not allow interments to be made in their lot for remuneration nor shall any transfer or assignment or sale of any lots or spaces or an interest therein be valid without the consent in writing of the city manager endorsed upon such transfer or assignment. A fee established by the city fee ordinance shall be charged for the transfer and for any other charge accruing or becoming due under this article.

(Ord. No. 2002-43, § 5.0, 1-9-2003; Ord. No. 2009-19, § 3(5.0), 5-13-2010)

Sec. 6-6. - Interments and disinterments.

(a)

No disinterment shall be allowed in the city cemetery except by the written consent of the city manager upon written order of the owners of said lot. Disinterment shall only be made under the direction of the cemetery authorities and in conformity with state laws. Before any grave in the cemetery is permitted to be opened, a written order shall be required from the owner of said lot or space on which said grave is situated and the same shall only be opened after receiving written permission to open same from the city manager.

(b)

No interment of remains shall be made in the city cemetery until the city ~~sexton~~cemetery manager has issued a permit. Application for interring a body shall be made to the city ~~sexton~~cemetery manager not less than 48 hours in advance of the interment, and he shall issue a permit for such interment, providing such application by proper certificates, as required by state law. In said application for interment there shall be stated the exact location of the lot on which the remains are to be interred and the time that said burial will take place and such evidence, as may be necessary, to show that the owner of said lot or space has consented to the burial of said remains on said lot or space. Application for interment must be made at the ~~sexton~~cemetery manager's office, as follows:

(1)

~~When interment is to be made before 1:00 p.m., the application must be made before 3:00 p.m. on the preceding day;~~

~~(2)~~

~~When interment is to be made after 1:00 p.m., the application must be made by 9:00 a.m. of the same day.~~

~~(b)~~

At the time of making of said application for interments the party making such application shall pay to the ~~sexton~~cemetery manager the cost of digging the grave.

~~(c)~~ (2)

In case of disinterment from a single grave or re-interment in spaces of other owners no allowance will be made for the grave vacated and a relinquishment of such grave to the city shall be required before an order is issued for disinterment.

~~(d)~~ (3)

When single graves described in subsection ~~(c)~~ (2) are vacated by disinterment by the view of re-interring in a higher priced grave or space the price originally paid for such grave or space shall be allowed in part payment on the new purchase price, the usual charge for disinterring and interring to be made in both cases.

(Ord. No. 2002-43, § 6.0, 1-9-2003)

Sec. 6-7. - Charges generally.

The city council may from time to time fix the prices at which lots or single spaces may be sold and may from time to time establish fixed charges for digging the graves and other services to be performed by the ~~sexton~~cemetery manager. For the most current fees please see the fee schedule for city services, which is available from, and on file with, the city clerk and the cemetery manager.

~~(1)~~

~~Prices for spaces. The price to be paid to the city for one cemetery space in the city cemetery is hereby fixed at $400.00. Time payments are allowed at ten percent interest on balance for one year, eight percent for two years, and seven percent for three years.~~

~~(2)~~

~~Prices for grave openings. The prices to be paid to the city for opening and closing of a standard size grave in the city cemetery shall depend on the time and date on which the services begin and which charges are as follows:~~

(Ord. No. 2002-43, § 7.0, 1-9-2003)

~~Editor's note— At the direction of the city, as a part of the 2014 republication, the fees set out in § 6-7 were removed. For the most current fees please see the fee schedule for city services, which is available from, and on file with, the city clerk.~~

Sec. 6-8. - City cemetery funds.

There are hereby established three funds consisting of the "cemetery operating fund", "cemetery permanent fund" and the "cemetery land purchase fund" whose uses and sources of revenue are prescribed as follows:

(1)

The "cemetery operating fund" shall be established as an "enterprise fund" and used to finance day-to-day operating expenses of the cemetery including but not limited to payment for services of the ~~sexton~~cemetery managers, utility costs, capital outlay items, equipment maintenance, grounds maintenance activities and minor improvements for the cemetery as may be needed. Revenue from all fees and charges for services identified in section 6-7 with the exception of portions of the principal amounts derived from sale of cemetery spaces as defined below, shall be deposited into and accounted for in the "cemetery operating fund". Likewise, all interest or income derived from investment of the balances of any of the three cemetery funds and all rents or lease income derived from cemetery land, shall be deposited for use in the "cemetery operating fund". Initially 90 percent of the proceeds from the sale of cemetery spaces to be allocated to the "cemetery operation funds".

(2)

The "cemetery permanent fund" shall be established as a "trust and agency fund" and held in trust by the city, subject to control by the city council. The principal of such fund shall be invested in securities of the same class and character as permitted by the city's investment policy that is adopted annually. Initially ten percent of the proceeds from the sale of cemetery spaces to be allocated to the "cemetery permanent fund". Revenue and interest received from such cemetery trust fund investments shall be transferred to the cemetery operating fund and devoted to the perpetual care, upkeep, preservation and beautification of the grounds, lots, graves, monuments and markers in the city cemetery.

(3)

The "cemetery land purchase fund" shall be established as a "special revenue fund" and used only for the purchase of additional land for the city cemetery. Initially no funds from the proceeds of sales of cemetery spaces are allocated to the "cemetery land purchase fund".

(4)

The percentage allocation of amounts derived from the sale of cemetery spaces to each of the authorized funds as set forth herein may be changed by motion of the city council from time to time.

(Ord. No. 2002-43, § 8.0, 1-9-2003; Ord. No. 2013-02, §§ 2—4, 2-28-2013)

Sec. 6-9. - Protective memorials or slabs.

Protective memorials or slabs may be placed on owner's lot in the cemetery, provided such protective memorial or slab, the foundation for same and the supports thereof meet the following requirements:

(1)

Such protective memorial or slab shall not exceed 40 inches in width and 90 inches in length and no part thereof, with the exception of marker thereon or elevated portion with tablet for inscriptions, shall extend more than four inches above the level of the surface of the ground as determined in each instance by the city ~~sexton~~cemetery manager. In the event any marker or elevated portion with tablet for inscriptions is embodied in or placed upon such protective memorial or slab, such marker or elevated portion shall not be more than 15 inches in width, 30 inches in length, four and one-half inches in height on its low side and six inches in height at its highest point, height as used in this sentence meaning height above the main surface of the protective memorial or slab.

(2)

Such protective memorial or slab shall be set at least one-inch in a concrete foundation and such foundation shall extend at least three inches under the full length of both ends and both sides of the protective memorial or slab. Both ends and both sides of the foundation shall not be less than ten inches in width and 12 inches in depth, and shall be reinforced with not less than two half-inch steel rods in each end and shall extend the full length of each end and each side and shall be located two inches from the bottom of the foundation and five inches apart. No part of such foundation shall be less than two inches below the level of the surface of the ground as determined in each instance by the city ~~sexton~~cemetery manager.

(3)

Said foundation shall be supported by six perpendicular concrete piers, one at each corner of the foundation and one in the center of each side of same. Each such pier shall be at least eight inches in diameter, shall extend to a depth of not less than two feet below the bottom of the grave and shall be reinforced with one-half-inch steel rod which shall extend from the bottom of such pier up into the foundation and shall have a hook at its top which hooks over one of the reinforcing rods in the foundation.

(4)

All concrete used in such foundation and piers supporting same shall be made of Portland cement, washed sand and washed gravel in the following proportions, to wit: one part cement, two parts sand and four parts gravel. No cement shall be poured for such foundation or piers until the forms, reinforcing rods and their placement and security thereof have been inspected and approved by the city ~~sexton~~cemetery manager. When the pouring of concrete is commenced, it shall continue without intermission, as near as practicable, until all concrete used in such foundation and piers is poured.

(Ord. No. 2002-43, § 9.0, 1-9-2003)

Sec. 6-10. - Rules and regulations for beautification and improvements.

The city council may from time to time adopt or update the rules and regulations to govern the beautification and improvements. For the most current rules and please see the rules and regulations, which is available from, and on file with the city clerk and the cemetery manager. ~~In the beautification and improvements of the city cemetery the plan as outlined on the maps and plats of the third and fourth additions are made a part hereof shall be followed as far as practical and in order to prevent any interference with said plan of beautification and improvement of said premises the following rules and regulations shall be followed:~~

~~(1)~~

~~All lots and spaces shall be maintained on a uniform level and no lot shall be raised or terraced.~~

~~(2)~~

~~No lot or space enclosure of any kind whatsoever shall be permitted.~~

~~(3)~~

~~No sign or other indication that a lot or space is "for sale" shall be permitted within the cemetery.~~

~~(4)~~

~~No metallic urns, monuments, headstones or anything of any shape in metal will be permitted upon the lots or spaces in said cemetery except pure bronze, statuary or stone, cement or cement pedestals.~~

~~(5)~~

~~Only one monument shall be placed on each lot and said monument shall not exceed six feet in height above the surface of the ground and said monument shall be placed on the center of said lot and shall only be erected when proper foundation is built to support the weight of same; provided, however, in cases of owners owning one-half lots only, a written agreement shall be made between the owners of such one-half lots to the effect that the location shall be in the center of the whole lot. Where there is an underground concrete vault, the owner may place a monument off-center of the lot, subject, however, to the approval of the sexton~~cemetery manager~~.~~

~~(6)~~

~~The headstone for graves or any structure to mark a grave shall:~~

~~a.~~

~~In the "third addition" of the city cemetery, and for the "third addition" only, not exceed six inches in height above the surface of the ground nor more than 15 inches in width and must not exceed 30 inches in length for single graves and 78 inches in length where one headstone is to serve for two graves same must be placed upon a foundation as prescribed by the sexton~~cemetery manager~~;~~

~~b.~~

~~In the "fourth addition" of the city cemetery, and for the "fourth addition" only, be flush with the ground and shall not exceed 15 inches in width and must not exceed 30 inches in length for single graves and 78 inches in length where one headstone is to serve for two graves and same must be placed upon a foundation as prescribed by the sexton~~cemetery manager~~.~~

~~(7)~~

~~The footstone for a grave shall not exceed 12 inches in width and 24 inches in length and must be installed flush with the ground. Footstones must be placed on a foundation as prescribed by the sexton~~cemetery manager~~. Only one footstone shall be allowed per grave site.~~

~~(8)~~

~~No steps to lots will be permitted in said cemetery. Stone slabs shall be permitted so long as slabs do not extend or protrude above the natural ground level of the cemetery lot or space in question, being understood that it is necessary from a maintenance standpoint that the city be able to mow over and across any slab without damage to the slab or city equipment.~~

~~(9)~~

~~No vaults shall be built entirely or partially above the ground without permission of the city manager. All vaults must be furnished with shelves allowing interments to be made and perpetually sealed; all monuments and all parts of vaults above ground shall be marble, bronze, cement or other cut stone.~~

~~(10)~~

~~No iron or wirework seats or vases shall be placed on lots or spaces.~~

~~(11)~~

~~Before any monument, headstone or marker shall be placed in said cemetery, the person desiring to place same in the cemetery shall submit to the sexton~~cemetery manager~~ a description of said monument, headstone or marker and in the event said monument, headstone or marker is in conformity with the rules and regulations herein provided the sexton~~cemetery manager~~ shall issue a permit for the erection of said monument, headstone or marker; but in the event that same is not in conformity with the rules and regulations herein described the sexton~~cemetery manager~~ shall not issue a permit and said monument, headstone or marker shall not be erected or placed in the cemetery.~~

~~(12)~~

~~The erection and placing of all monuments, headstones and markers shall be under the direction and supervision of the sexton~~cemetery manager~~ and no monument, headstone or marker shall be placed in the cemetery unless placed upon a proper foundation as prescribed by the sexton~~cemetery manager~~ which will be adequate to sustain the weight of a monument, headstone or marker.~~

~~(13)~~

~~Owners of the lots or spaces shall not plant flowers, shrubs or trees on said lots or spaces which will interfere with the adjacent lots or avenues or be unsightly or inconvenient to those passing and shall interfere or be contrary to the general scheme of improvements or beautification of the cemetery and shall not plant any flowers, shrubs or trees in the cemetery without receiving a written permit from the sexton~~cemetery manager~~.~~

~~(14)~~

~~No workmen or laborers shall be admitted to the cemetery for the purpose of doing any work therein without the permission of the sexton~~cemetery manager~~. All work of every nature done and to be done in said cemetery shall be done under supervision of the sexton~~cemetery manager~~.~~

~~(15)~~

~~All work performed in the cemetery by any person, firm, partnership, corporation or other entity not connected with the city shall be conducted and performed during the hours from 8:00 a.m. to 5:00 p.m. on Mondays through Fridays and 8:00 a.m. to 12:00 noon on Saturdays. No work shall be performed by such outside laborers on Saturday afternoons or Sundays or during any other time not expressly authorized herein. It is understood that this shall not apply to the city or its employees, agents or servants.~~

~~(16)~~

~~The city council shall have the right to authorize removal of any monument(s), effigies, structures, shrubs, trees or flowers placed in or upon any lot or space in the cemetery which shall be determined by the city council to be offensive, improper or injurious to the appearance of the surrounding lots or grounds; and in order to remove same, the city manager shall authorize city staff to enter upon such lots or spaces.~~

(Ord. No. 2002-43, § 10.0, 1-9-2003)

Sec. 6-11. - Sale of spaces on time and other fees.

The city shall sell cemetery spaces ~~on a time payment schedule based upon payments for three months for each space. A "contract of sale" shall be entered into between the city manager and the purchaser of said cemetery spaces~~based on a full price payment. A fee of $~~15.00~~25.00 shall be charged for recording of the cemetery deed issued to cover the cost of filing with the county clerk's office.

(Ord. No. 2002-43, § 11.0, 1-9-2003)

Secs. 6-12—6-25. - Reserved.

ARTICLE II. - THIRD ADDITION TO CITY CEMETERY

Sec. 6-26. - Designated; plot adopted.

That certain tract of ten acres of land conveyed to the city by H. Tiemann and wife by deed dated March 8, 1930, and recorded in Volume 248, Page 330 of the deed records of the county and described as follows:

Beginning at the S.W. corner of a tract of 17 acres heretofore conveyed by Otto Thiel and wife to Paul Falk, a stake for the N.W. corner hereof on the West line of said 147¼ acre tract; thence S. 19 E. with the said West line 1475.4 feet a stake for the S.W. corner hereof, being 13 feet N. 19 W. from the original S.W. corner of said tract of 147¾ acres; thence N. 71 E. 295¼ feet a stake for the S.E. corner hereof; thence N. 19 W. 1475.4 feet a stake on the South line of said Paul Falk 17 acre tract for the N.E. corner hereof; thence S. 71 W. 295¼ feet to the place of beginning and containing 10 acres of land.

is hereby dedicated for cemetery purposes under the name of the third addition to the city cemetery and for the purpose of selling same, the plot and map attached to the ordinance from which this section is derived is hereby adopted and all future sales of lots and plots in said cemetery shall be made with reference to the subdivision as contained in said plat.

(Ord. of 1-26-1932, § 1)

Sec. 6-27. - ~~Rules and regulations for beautification and improvements.~~

~~In the beautification and improvement of the third addition to the city cemetery the plan as outlined on the map and plat made a part hereof shall be followed as far as practical and in order to prevent any interference with said plan of beautification and improvement of said premises the following rules and regulations shall be followed:~~

~~(a)~~

~~All lots shall be maintained on a uniform level and no lot shall be raised or terraced.~~

~~(b)~~

~~No lot enclosure of any kind whatsoever shall be permitted.~~

~~(c)~~

~~No sign indication that a lot or vault is for sale shall be permitted within said cemetery.~~

~~(d)~~

~~No metallic urns, monuments, grave markers or anything of any shape in metal will be permitted upon the lots except pure bronze, statuary or stone, cement or cement pedestals.~~

~~(e)~~

~~Only one monument shall be placed on each lot and said monument shall not exceed six feet in height above the surface of the ground and said monument shall be placed in the center of said lot and shall only be erected when proper foundation is built to support the weight of same. Family stones shall be placed in the center of the lot. In cases of owners owning one-half lots only, a written agreement shall be made between the owners of each one-half lot, to the effect that the location of the marker shall be in the center of whole lot.~~

~~(f)~~

~~The headstone for graves or any structure used to mark a grave must not exceed six inches in height above the surface of the ground nor more than 15 inches in width and must not exceed 30 inches in length for single graves and 78 inches in length where one headstone is to serve for two graves.~~

~~(g)~~

~~No steps to lots will be permitted and stone slabs, either erect or reclining, shall not be placed in said cemetery.~~

~~(h)~~

~~No vaults shall be built entirely or partially above the ground without the permission of the city manager and all of same must be furnished with shelves allowing interments to be made and perpetually sealed; all monuments and all parts of vaults above ground shall be of marble, bronze, cement or other cut of stone.~~

~~(i)~~

~~No iron or wire work seats or vases shall be placed upon said lots.~~

~~(j)~~

~~Before any monument, vault or head mark shall be placed in said cemetery, the person desiring to place same in said cemetery shall submit to the sexton~~cemetery manager ~~a description of said monument, gravestone or marker, and in the event said monument, gravestone or marker is in conformity with the rules and regulations herein provided the sexton~~cemetery manager ~~shall permit the erection of said~~

~~monument, gravestone or marker but if the same is not in conformity with the rules and regulations herein described the sexton~~cemetery manager ~~shall not issue said permit and said monument, headstone or marker shall not be permitted to be erected or placed in said cemetery.~~

~~(k)~~

~~The erection and placing of all monuments, headstones and markers shall be under the direction and supervision of the sexton~~cemetery manager ~~and no monument, headstone or marker shall be permitted to be placed in said cemetery unless a proper foundation of concrete is first laid to sustain the weight of said monument, headstone or marker.~~

~~(l)~~

~~Owners of the lots shall not plant any flowers, shrubs or trees on said lots which will interfere with the adjacent lots or avenues or be unsightly or inconvenient to those passing and shall interfere or be contrary to the general scheme of improvement or beautification of said cemetery and owners shall not plant any flowers, shrubs or trees in said cemetery without receiving a written permit from the sexton~~cemetery manager~~.~~

~~(m)~~

~~No workmen or laborers shall be admitted to the cemetery for the purpose of doing any work therein without permission of the sexton~~cemetery manager~~. All work shall be done under the supervision of the sexton~~cemetery manager~~.~~

~~(n)~~

~~The city council shall have the right to remove any monument, effigy, structure, shrub, tree or flower placed in or upon any lot in the cemetery which shall be determined by the city council to be offensive, improper or injurious to the appearance of the surrounding lots or ground; and in order to remove same such city council shall have the right to enter upon such lots.~~

~~(o)~~

~~All work performed in said cemetery by any person, not connected with the city shall be conducted and performed during the hours from 8:00 a.m. to 5:00 p.m. on Mondays through Fridays and from 8:00 a.m. to 12:00 midnight on Saturdays. No work shall be performed by such outside laborers on Saturday afternoons or Sundays or during any other time not expressly authorized herein. It is understood that this shall not apply to the city or its employees, agents or servants.~~

~~(Ord. of 1-26-1932, § 10; Ord. of 7-22-1952, § 3; Ord. of 4-25-1959, § 1)~~ Reserved.

Secs. 6-28—6-43. - Reserved.

ARTICLE III. - FOURTH ADDITION TO CITY CEMETERY

Sec. 6-44. - Designated; plat adopted.

The following described tract or parcel of land in the county:

Being out of and a part of the P. Coursey Survey and being a part of a tract of 147 3/4 acres of land conveyed to Otto Thiel by C. W. Meyer and wife, dated May 14, 1919, and recorded in Volume 188, Page 623, Deed Records of Williamson County, Texas; the tract herein being described by metes and bounds as follows:

Beginning at the S.E. corner of a tract or parcel of land conveyed to the city of Taylor by H. Tiemann and wife by deed dated March 8, 1930 and recorded in Vol. 248, Page 330, Deed Records of Williamson County, Texas; thence N. 19 W. along the E. line of said 10 acre tract, a distance of 1475.4 feet to a stake for corner, being the N.E. corner of said 10 acre tract of land; thence N. 71 E. corner of said 10 acre tract of land; thence N. 71 E. 442.45 feet to a stake for corner; thence S. 19 E. 1475.4 feet to a stake for a corner; said stake being in the N. right-of-way line of State Highway #79; thence S. 71 W. 442.45 ft. to the place of beginning and containing 15.0 acres of land and being the same lands acquired by the city of Taylor by condemnation proceeding in Cause No. 4565, City of Taylor vs. Mrs. Otto Thiel, a widow, in the County Court of Williamson County, Texas

is hereby dedicated for cemetery purposes under the name of the fourth addition to the city cemetery and for the purpose of selling lots or parcels thereof, the plat and map attached to the ordinance from which this section is derived is hereby adopted and all future sales of lots and plots in said cemetery shall be made with reference to the subdivision as contained in said plat.

(Ord. of 4-26-1960, § 1)

Sec. 6-45. - ~~Rules and regulations for beautification and improvements.~~Reserved

~~In the beautification and improvement of the addition to the city cemetery the plan as outlined on the map and plat made a part hereof shall be followed as far as practical and in order to prevent any interference with said plan of beautification and improvements of said premises the following rules and regulations shall be followed:~~

~~(a)~~

~~All lots shall be maintained on a uniform level and no lot shall be raised or terraced.~~

~~(b)~~

~~No lot enclosure of any kind whatsoever shall be permitted.~~

~~(c)~~

~~No sign indication that a lot or vault is "for sale" shall be permitted within said cemetery.~~

~~(d)~~

~~No metallic urns, monuments, grave markers or anything of any shape in metal will be permitted upon the lots in said cemetery except pure bronze, statuary or stone, cement or cement pedestals.~~

~~(e)~~

~~Only one monument shall be placed on each lot and said monument shall not exceed six feet in height above the surface of the ground and said monument shall be placed on the center of said lot and shall only be erected when proper foundation is built to support the weight of same; provided, however, in~~

~~cases of owners owning one-half lots only, a written agreement shall be made between the owners of such one-half lot to the effect that the location shall be in the center of the whole lot. Where there is an underground concrete vault, the owner may place a family stone off center of the lot; subject, however, to the approval of the sexton~~cemetery manager~~.~~

~~(f)~~

~~The headstone for graves or any structure to mark a grave shall be flush with the ground and shall not exceed 15 inches in width and must not exceed 30 inches in length for single graves and 78 inches in length where one headstone is to serve for two graves and same must be placed upon a foundation as prescribed by the sexton~~cemetery manager~~.~~

~~(g)~~

~~No steps to lots will be permitted in said cemetery. Stone slabs shall be permitted so long as such slabs do not extend or protrude above the natural ground level of the cemetery lot or plot in question, it being understood that it is necessary from a maintenance standpoint that the city be able to mow over and across any such slab without damage to such slab or the equipment of the city.~~

~~(h)~~

~~No vaults shall be built entirely or partially above the ground without the permission of the city manager and all of such must be furnished with shelves allowing interments to be made and perpetually sealed; all monuments and all parts of vaults above ground shall be of marble, bronze cement or other cut of stone.~~

~~(i)~~

~~No iron or wire work seats or vases shall be placed upon said lots.~~

~~(j)~~

~~Before any monument, vault or head mark shall be placed in said cemetery, the person desiring to place same in said cemetery shall submit to said sexton~~cemetery manager~~ a description of said monument, grave stone or marker and in the event said monument, grave stone or marker is in conformity with the rules and regulations herein provided the said sexton~~cemetery manager~~ shall permit the erection of said monument, grave stone or marker but in the event that the same is not in conformity with the rules and regulations herein described said sexton~~cemetery manager~~ shall not issue said permit and said monument, headstone or marker shall not be permitted to be erected or placed in said cemetery.~~

~~(k)~~

~~The erection and placing of all monuments, headstones and markers shall be under the direction and supervision of the sexton~~cemetery manager~~ and no monument, headstone or marker shall be permitted to be placed in said cemetery unless placed upon a proper foundation as prescribed by the sexton~~cemetery manager~~ which will be adequate to sustain the weight of said monument, headstone or marker.~~

~~(l)~~

~~Owners of the lots shall not plant any flowers, shrubs or trees on said lots which will interfere with the adjacent lots or avenues or be unsightly or inconvenient to those passing and shall interfere or be contrary to the general scheme of improvement or beautification of said cemetery and shall not plant any flowers, shrubs, or trees in said cemetery without receiving a written permit from the sexton~~cemetery manager~~.~~

~~(m)~~

~~No workmen or laborers shall be admitted to the cemetery for the purpose of doing any work therein without the permission of the sexton~~cemetery manager~~. All work of every nature done and to be done in said cemetery shall be done under the supervision of the sexton~~cemetery manager~~.~~

~~(n)~~

~~All work performed in said cemetery by any person, firm, partnership, corporation or other entity not connected with the city shall be conducted and performed during the hours from 8:00 a.m. to 5:00 p.m. on Mondays through Fridays and from 8:00 a.m. to 12:00 midnight on Saturdays. No work shall be performed by such outside laborers on Saturday afternoons or Sundays or during any other time not expressly authorized herein. It is understood that this shall not apply to the city or its employees, agents or servants.~~

~~(o)~~

~~The city council shall have the right to remove any monument, effigy, structure, shrub, tree or flower placed in or upon any lot in said cemetery which shall be determined by said city council to be offensive, improper or injurious to the appearance of the surrounding lots or ground; and in order to remove same such city council shall have the right to enter upon such lots.~~

(Ord. of 4-26-1960, § 10; Ord. No. 70-5, § 1, 4-28-1970; Ord. No. 75-16, § 1, 8-26-1975)

An Assessment of the City of Taylor Cemetery

- Thomas Longoria, Ph.D.
- Professor of Public Administration, Texas State University

- Research Assistance Provide by Students Enrolled in Public Performance Management

Executive Summary

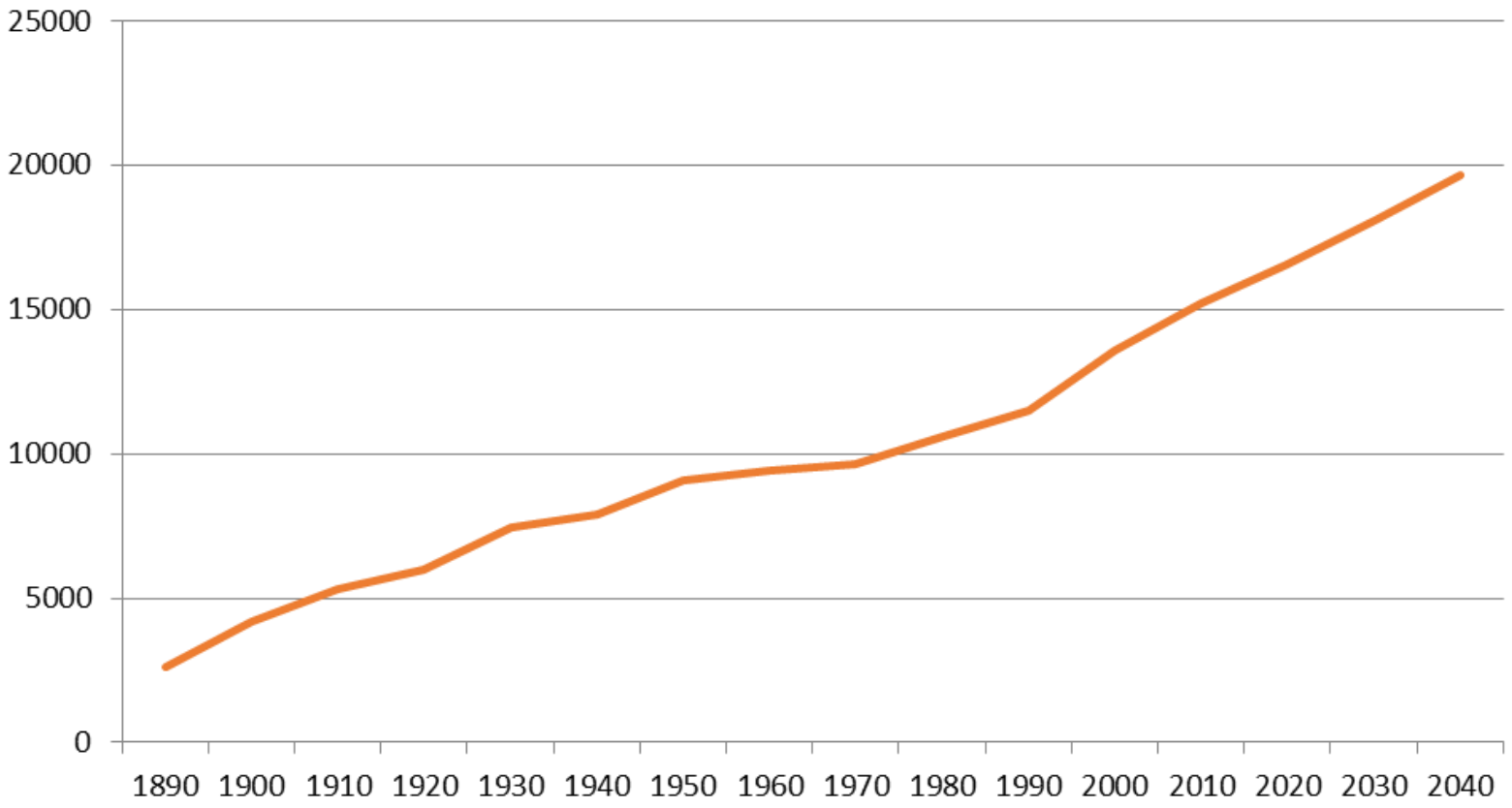
- Areas of Excellence
  - sufficient Cemetery plots to support additional demand
  - potential to become an excellent Municipal Cemetery
  - well managed in spite of the limited resources, outdated policies, etc.
  - sufficient resources in a Permanent Trust Fund to make investments in response to changes in market conditions

- Areas for Improvement
  - The Cemetery Operating Fund has been deficit-funded for a few fiscal years
  - Cemetery rate structure should include full cost accounting
  - ongoing maintenance and infrastructure needs improvement
  - rules and regulations need to be updated and enforced consistently

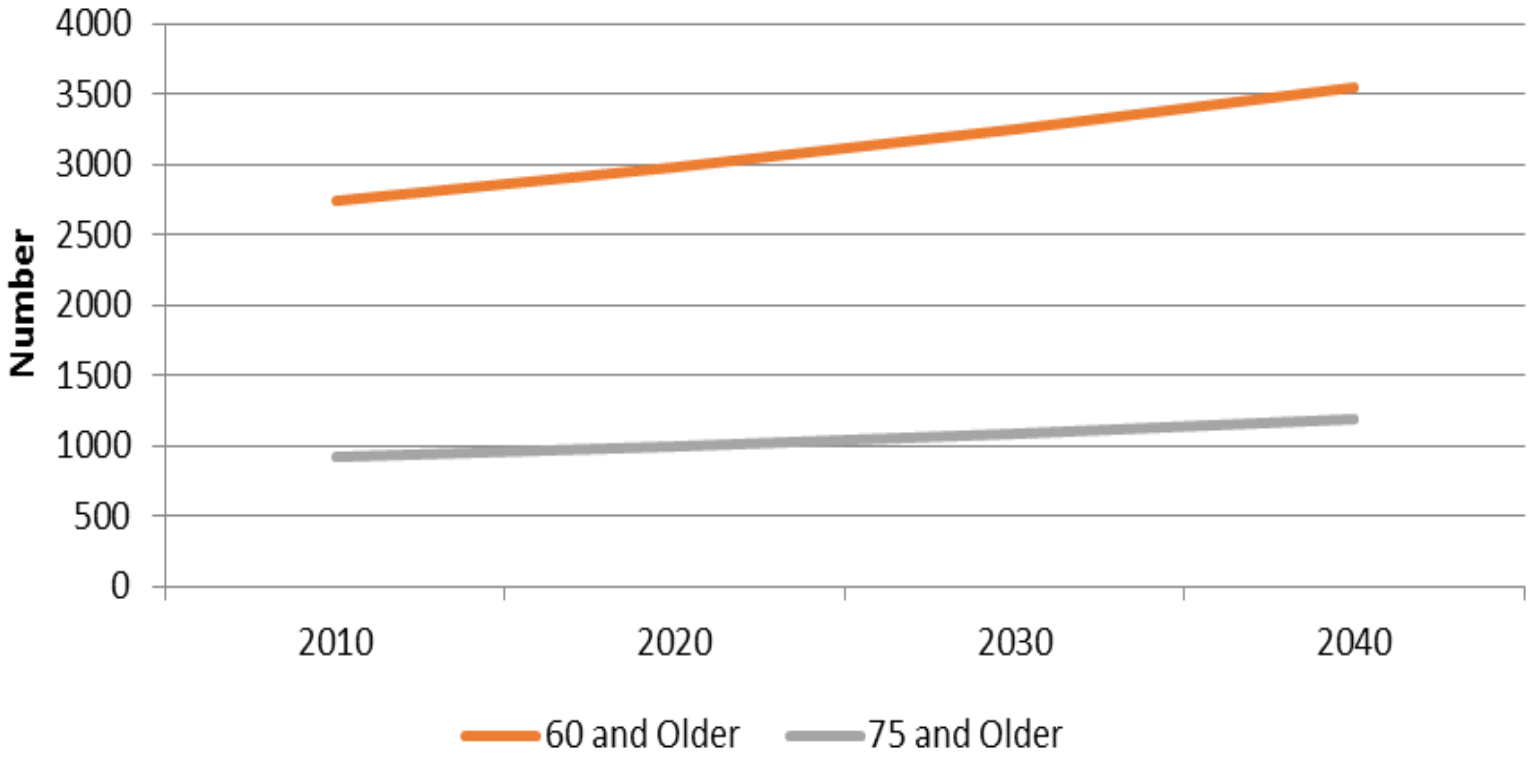
Demographic Trends

- Running out of space is critical for Cemeteries
- City is growing and aging, but not fast enough to exhaust supply of Cemetery plots
- 20,000 residents by 2040 (Texas Water Development Board data)
- difficult to estimate age distribution

City of Taylor Population 1890 to 2040

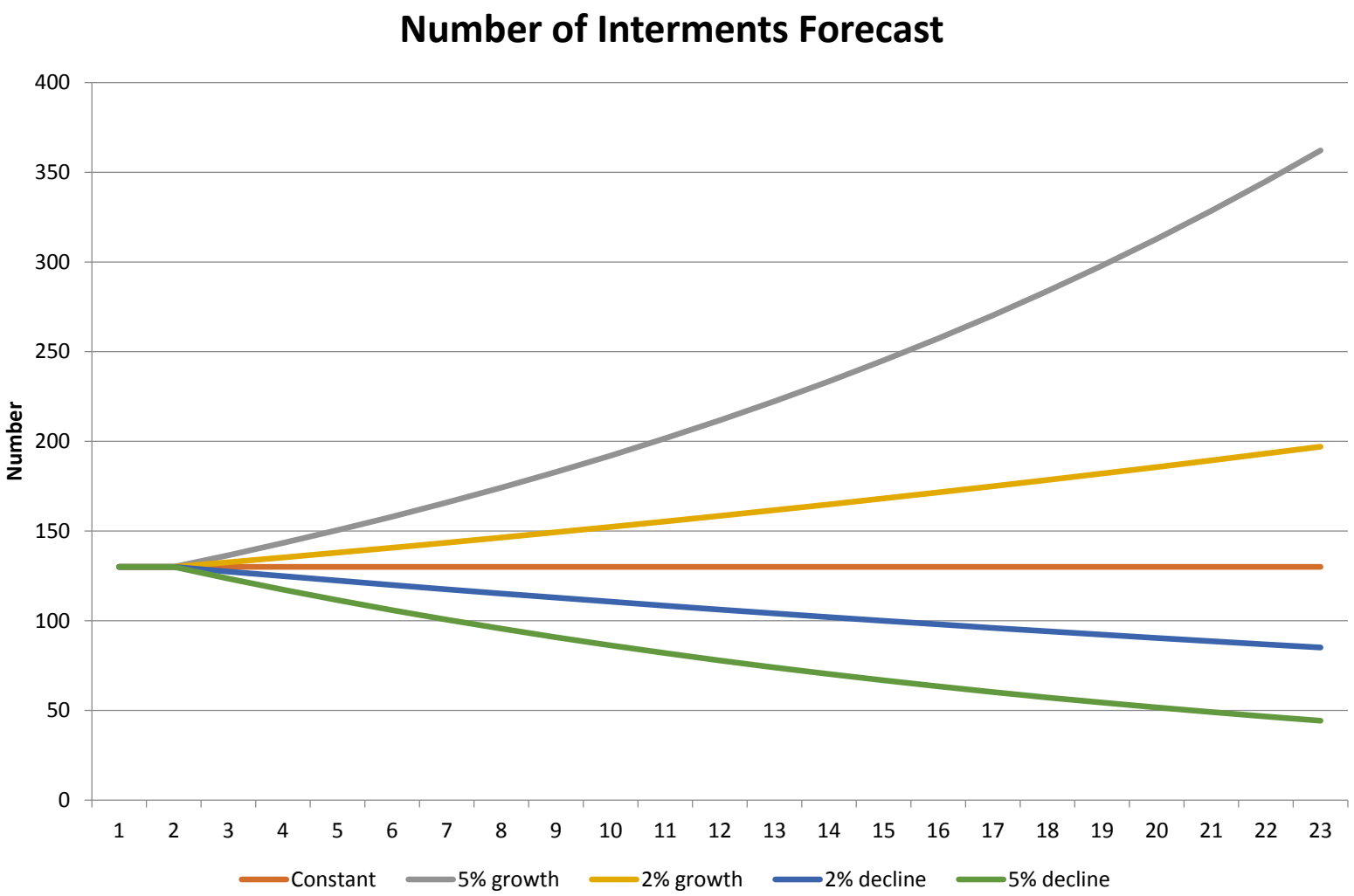


Estimated Number of Residents Over 60 and Over 75



Trends toward Cremation

- Population and aging not the only demand drivers
- Cremation rates go up about 1% per year
- Based on these trends (which should be tracked), the supply of plots is sufficient.
- Educated guess is a 2% decline per year in interments and sales.
- Proactive changes should be made to respond to market shifts (i.e. Cremation)


Number of Interments Forecast
Number
400
350
300
250
200
150
100
50
0
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
Constant
5% growth
2% growth
2% decline
5% decline

Rate Structure: Recouping Costs

- Current revenues do not cover costs of operating the Cemetery
- If current revenue trends hold, a $223,087 deficit will be incurred in 10 years.
    - Break even with increase of 14.4% in fees
- If current revenue trends hold, and water and maintenance are added to expenditures, a deficit of $1,127,734 will be incurred
    - Break even with increase of 71.9% in fees
- Impact on Permanent Trust Fund

Rate Analysis

Comparison of Fees for Municipal Cemeteries in the Region[1]							
	Taylor	Georgetown (1980 Addition)	Georgetown (2007 Addition)	Bastrop	Lockhart	San Marcos	Rockdale
Regular Space[2]	$700	$1,325	$1,025	$1,000	$500	$1,400	$1,600
Open/Close[3]	$600	$100	$100	-0-	$100	-0-	-0-
Fees[4]	$25	$225	-0-	-0-	$26	$76	-0-
Total Paid to City	$1,325	$1,680	$1,035	$1000	$626	$14,76	$1,600

Notes:

[1] Austin not included. Cities within 50 miles of Taylor.

[2] For a regular adult space, resident rate

[3] Families would still have to pay for open/close. Service not offered by city according to website

[4] Includes deeds and maintenance fees

Updating Rules and Regulations: Controlling Costs

- Current rules and regulations are out of date
  - Last update in 2010, with some of the same rules in place since the 1930s

- Lack of rules leads to a number of problems
  - Concrete benches, containers, and other obstructions
  - Leaving behind objects that become unsightly
    - These and other issues increase time and costs for mowing, watering, and maintenance

- Different culture and families have different ways to bereave
- Conflict between free exercise and offending others
- Rules should be enforced consistently
- Rules should be updated with consultation with loved ones, residents, and representatives of the religious community

Project Team

- Thomas Longoria, Ph.D.
  - Ph.D. 1994, Texas A&M University
  - Over 30 scholarly journal or book chapters published
    - Including an article on cemetery management published in *Death Studies*
- Student *Researcher* Assistants
  - John Crawford; Patricia Corvo; Leonides Gomez; Christopher Hoester
  - Lisa Paiz; Dillon Sutton; Chaudra Tarver
- City Staff Consulted
  - Noel Bernal, ACM; Matthew Rector, Director of Public Works; Lysandra DeLuna, Cemetery Clerk

Thank you!

- Thank you to the City of Taylor and the staff for sharing time and knowledge!
- Thank you for your attention.
- Any Questions?

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **6**

Agenda Title: Consider selection of Evergreen Skateparks to provide Design-Build services for the Skatepark project.

Council Action to be taken: Select Design-Build team

Initiating Department: Parks and Recreation Department

Staff Contact: Mike Devito, Director
Casey Sledge, Consulting Engineer, Project Manager

1. INTRODUCTION/PURPOSE

To approve the selection of Evergreen Skateparks to provide Design-Build services for the Skatepark project.

2. DESCRIPTION/ JUSTIFICATION

The City received 4 (four) qualified submittals. The submittals were ranked individually by the committee. The committee scores were tallied to determine the highest scoring firm. Evergreen Skateparks was the highest scoring firm.

3. FINANCIAL/BUDGET

The anticipated budget for the skate park portion of the project is $300,000-$350,000.

4. TIMELINE CONSIDERATIONS

Once the design/build services have been awarded, staff will enter into contract negotiations with the selected firm. During this phase a project timeline will be developed.

5. RECOMMENDATION

Select Evergreen Skateparks to provide Design-Build services for the Skatepark project.

6. REFERENCE FILES

6a. Skate Park RFQ
6b. Ranking and tabulation document

City of Taylor
Taylor, Texas

DESIGN BUILD SERVICES FOR CITY OF TAYLOR SKATEPARK
REQUEST FOR STATEMENT OF QUALIFICATIONS

This Request for Qualifications (RFQ) is intended to solicit qualifications (Respondents) with capabilities to design and construct new skateboard/BMX improvements for City of Taylor ("Owner"). For the purpose of this RFQ, "Respondent" refers to any entity or team that is qualified to provide all of the improvements as listed in this request. It is the intent of Owner to select the Respondent demonstrating the best overall value to the Owner, and to enter into an agreement to provide design and construction services for new skateboard/BMX improvements to Owner.

Sealed responses shall be received no later than:

Thursday, May 22, 2017 @ 2:00 P.M., LOCAL TIME

RETURN RESPONSE TO:

Name:	City of Taylor c/o Rosemarie Dennis
Title:	Finance Director
Address:	400 Porter Street
City, St Zip:	Taylor, TX 76574

Please mark envelope:

"DESIGN BUILD SERVICES – CITY OF TAYLOR SKATEPARK"

Responses received after the deadline will not be considered.

Requests for an electronic copy of the RFQ package may be sent to Rosemarie Dennis at rosemarie.dennis@taylortx.gov. Clarification of any part of this solicitation must be in writing at least three (3) business days prior to the due date. Such clarification requests may be emailed to Mike DeVito at mike.devito@taylortx.gov.

Requested clarifications will be provided to all known responders as a written addendum to the RFQ. It is the responder's responsibility to verify the issuance of Addenda in regard to this RFQ.

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EXHIBIT "A" – QUALIFICATIONS ACKNOWLEDGEMENT FORM

A – OWNER SUPPLIED INFORMATION

1. PURPOSE OF SOLICITATION

This Request for Qualifications (RFQ) is intended to solicit qualifications from design-build firms with capabilities to design, and construct skateboard/BMX park improvements for City of Taylor "Owner". For the purpose of this RFQ, "Respondent" refers to any entity or team that is qualified to provide all of the services as listed in item A-3 below. It is the intent of Owner to select the most qualified Respondent to partner with that will provide design-build services to Owner.

2. OWNER BACKGROUND

The Owner intends to install a Skatepark in Taylor, TX at the northeast corner of Porter and 3rd.

3. SERVICES REQUESTED

Owner requests the turnkey services of a design-build firm (Respondent) with the capability to complete the following scope of work:

1. Analysis and assessment of Owner's facilities to determine all infrastructure needs associated with skatepark/BMX improvement.
2. Development of project proposal(s) for Owner's consideration
3. Design and Engineering of approved project
4. Construction of the approved project

4. PROJECT BUDGET

The Owner has budgeted $600,000 for the preliminary scope of work outlined in Appendix A. Owner understands and acknowledges that scope change may result in either an increase or decrease in budget.

5. PRELIMINARY PROJECT SCHEDULE

Owner issues Request for Qualifications (RFQ)	May 7, 2017
Owner receives responses to RFQ	May 22, 2017
Owner announces Respondents qualified for further consideration	May 25, 2017
Owner, if necessary and at our option, conducts interviews	June 1, 2017
Owner approval of selected respondent	June 8, 2017
Design-build proposal(s) requested	June 9, 2017
Construction to begin	July 2017
Substantial completion of construction	October 2017

6. PROCUREMENT PROCESS

a. Request for Qualifications (RFQ)
   The RFQ is the first step in a multi-step process aimed at identifying one or more qualified respondents. The Owner will evaluate each respondent's experience, technical competence, and capability to perform, the past performance of the respondent's team and members of the team, and other appropriate factors submitted by the team or firm in response to the request for qualifications, except that cost-related or price-related evaluation factors are not permitted.
b. Selection of Qualified Provider or Short-list of Providers
   A committee may be formed to review responses submitted. Based on the

selection criteria described in this document, the committee may short-list a maximum of five (5) of the most qualified respondents. The Owner retains the right to select only one respondent at this stage and negotiate a contract. The Owner may also determine that no qualified submittals have been received and reject all submittals.

c. Oral Presentation (Owner's Option)
Oral presentations may be required of each of the interested short-listed respondents covering any unique qualities, methodologies, or approaches taken to differentiate from other Respondents. Short-listed respondent's may be asked to provide additional information to the Owner regarding demonstrated competence and qualifications, considerations of the safety and long-term durability of the project, the feasibility of implementing the project as proposed, the ability to meet schedules, costing methodology, or other factors as appropriate. This additional information will be used in addition to prior information received in further evaluating the short-listed respondent's to determine a rank-order of the short-listed firms

d. Negotiate Project Development Agreement
The Owner shall select the design-build firm that submits the qualifications offering the best value for the Owner on the basis of the published selection criteria and on its ranking evaluations and enter into negotiations. It is anticipated that negotiations would encompass all phases of work, including but not limited to: engineering fees, preconstruction services, labor rates, contingency/risk, bonds, and markups for overhead and profit on subcontractors, as well as any other items the Owner feels are appropriate. If negotiations are successful, Owner and the highest ranking Respondent will enter into an agreement to develop the project proposal as outlined in this RFQ. If an acceptable agreement cannot be reached between the Owner and the highest-ranking Respondent, the Owner may choose to negotiate with the next highest ranking Respondent.

e. Project Development
The selected Respondent will develop the project proposal based on the preliminary scope outlined in Appendix A. Owner expects the Respondent to complete the project development on a contingent basis (i.e. not bill for the development until completed and the implementation is funded) and roll the agreed upon cost of the development into the implementation cost. The owner reserves the right to pay for the development separately. At the conclusion of Project Development, Respondent will provide Owner with a Guaranteed Maximum Price (GMP) for the agreed upon scope of work.

f. Project Implementation
After finalizing work scope and GMP, the Respondent will provide turnkey engineering design and construction management services.

7. INSTRUCTIONS TO RESPONDENTS

a. Public Information
All information, documentation, and other materials submitted in response to this solicitation are considered non-confidential and/or non-proprietary and are subject to public disclosure under the Texas

Public Information Act (Texas Government Code, Chapter 552.001, et seq.) after a contract is awarded. The Owner strictly complies with all statutes, court decisions, and opinions of the Texas Attorney General with respect to disclosure of RFQ information.

b. Type of Contract
Any contract resulting from this solicitation will be in the form that meets any and all requirements of the final financing options and/or statutory requirements related to project approval criteria.

c. Clarifications and Interpretations
Any clarifications or interpretations of this RFQ that materially affect or change its requirements will be included in an addendum and issued to each known potential respondent. It is the responsibility of all respondents to obtain this information in a timely manner. All such addenda issued by the Owner before the qualifications are due shall become a part of the RFQ, and respondents shall acknowledge receipt of and incorporate each addendum in its response. Respondents shall consider only those clarifications and interpretations that the Owner issues by addenda two (2) days prior to the submittal deadline. Interpretations or clarifications in any other form, including oral statements, will not be binding on the Owner and should not be relied on in preparing Qualifications.

d. Deadline
The Owner will receive Qualifications at the time described below.

Monday, May 22, 2017 @ 2:00 P.M., LOCAL TIME

Submit three (3) identical copies of the Qualifications to:

Name:	City of Taylor c/o Rosemarie Dennis
Title:	Finance Director
Address:	400 Porter Street
City, ST Zip:	Taylor, TX 76574

Late received Qualifications will be returned to the Respondent unopened.

e. Delivery and Submission
The Owner will not acknowledge or receive Qualifications that are delivered by telephone, facsimile (fax), or electronic mail (e-mail).
Properly submitted Qualifications will not be returned to respondents.
Qualifications materials must be enclosed in a sealed envelope (box or container).
The package must clearly identify the submittal deadline, the RFQ title, and the name and return address of the respondent.

f. Point of Contact
The Owner designates the following person as its representative and Point-of-Contact for this RFQ. Respondents shall restrict all contact with the Owner and direct all questions regarding this RFQ to:

Name: **Mike DeVito**
Title: **Director of Parks & Recreation**
Address: **400 Porter Street**
City, ST Zip: **Taylor, TX 76574**
E-mail: **mike.devito@taylortx.gov**

g. Evaluation of Qualifications
The evaluation of the Qualifications shall be based on the requirements described in this RFQ. All properly submitted Qualifications will be reviewed, evaluated, and ranked by the Owner. Qualifications shall not include respondent's fees, pricing, or other compensation.

h. Owner's Reservation of Rights
The Owner makes no representations of any kind that an award will be made as a result of this RFQ, or subsequent RFP and no such representation is intended or should be construed by the issuance of this RFQ. The Owner reserves the right to reject any and all Qualifications and re-solicit for new Qualifications, or to reject any and all proposals and temporarily or permanently abandon the Project. The Owner reserves the right to waive any formalities or minor technical inconsistencies, or delete any item/requirements from this RFQ when deemed to be in Owner's best interest.

i. Acceptance of Evaluation Methodology
By submitting its Qualifications in response to this RFQ, respondent accepts the evaluation process and acknowledges and accepts that determination of the "most qualified" firm(s) will require subjective judgments by the Owner.

j. No Reimbursement for Costs
Respondent acknowledges and accepts that any costs incurred from the respondent's participation in this RFQ shall be at the sole risk and responsibility of the respondent.

B - RESPONDENT'S SUBMITTAL

1. General Instructions

Qualifications shall be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to meet the requirements of this RFQ. Emphasis shall be on the quality, completeness, clarity of content, responsiveness to the requirements, and an understanding of Owner's needs.

Respondents shall carefully read the information contained in this RFQ and submit a complete response to all requirements and questions as directed. Incomplete Qualifications will be considered non-responsive and subject to rejection.

Failure to comply with all requirements contained in this Request for Qualifications may result in the rejection of the Qualifications.

Qualifications shall consist of answers to questions identified in this RFQ. It is not necessary to repeat the question in the Qualifications; however, it is essential to reference the question number with the corresponding answer. Qualifications that are qualified with conditional clauses, alterations, items not called for in the RFQ documents, or irregularities of any kind are subject to rejection by the Owner, at its option.

2. Format

A. Page Size, Binding, Dividers, and Tabs

Qualifications shall be a MAXIMUM OF FIFTY (50) PRINTED PAGES. The cover, table of contents, and divider sheets do not count as printed pages.

Qualifications shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral or coil bindings.

Additional attachments shall NOT be included with the Qualifications. Only the responses provided by the respondent to the questions identified in this RFQ and in the oral interview will be used by the Owner for evaluation.

Separate and identify each criteria response by use of a divider sheet with an integral tab for ready reference.

B. Table of Contents

Submittals shall include a "Table of Contents" and give page numbers for each part of the Qualifications.

C. Pagination

Number all pages of the submittal sequentially using Arabic numerals (1, 2, 3, etc.).

3. Required Information for RFQ

Criteria 1: Unique Qualifications

1.1. Provide a statement of interest for the project including a narrative describing the Respondent's (and any subconsultant's) unique qualifications as they pertain to this particular project. Limit this section to 5 pages.

Criteria 2: Corporate Qualifications

2.1 Provide a brief history of your firm and any proposed subconsultants and/or subcontractors. At a minimum, include the following information:

- Number of years your firm been in business under its present name
- All other names by which your firm has been known and length of time known by each name
- The address of your firm's website, if applicable
- Location of parent company headquarters. If international, please list both international headquarters and US headquarters
- Location of office from which project will be managed
- Revenues for each of the last three (3) years for work performed.

2.2 List the complete range of services and capabilities your firm offers (e.g. drainage design, construction management, etc.). Indicate all services which your firm performs with your own employees, and those which are usually subcontracted.

2.3 List any equipment manufactured by your company that may be included with this project.
Describe your willingness to include other manufacturers' products. Identify and describe any business associations with equipment manufacturers or suppliers that might be specified for this project.

2.4 List past or present litigation in which your company is a defendant pertaining to Design-Build.

2.5 List any contracts in the last ten years that were terminated by the owner prior to completion due to non-performance.

2.6 Provide a claims history under professional malpractice insurance for the past five (5) years for the Respondent and any subconsultants or team members proposed to provide professional engineering services.

2.7 Provide name of bonding company, name and address of agent. Provide a letter from the bonding company indicating that Performance and Payment Bonds for 100% of the construction costs will be provided upon submission of the Guaranteed Maximum Price (GMP). Submit letter from bonding company on Bonding Company letterhead stating the maximum single project bondable amount. This letter shall state the bonding company will bond the contractor for at least the amount of the project budget (including Design Build Fee, salaries, bonds, insurance, General Conditions).

2.8 Required insurance - including workman's compensation must be maintained by the successful Design-Build Contractor throughout the project. Please describe your organization's insurance coverage. The successful respondent shall be required to provide to carry contractor's protective Liability Policy in limits of a minimum of $500,000 with combined single limit naming the Owner as insured for each project.

2.9 Respondent shall certify to Owner the each architect or engineer who is a member of the Respondent's firm was selected based on demonstrated competence and qualifications in the manner provided by Tx. Govt. Code Section 2254.004.

2.10 Provide Professional Liability Insurance information stating the Architect/Engineer design team carries and maintains errors and omissions insurance in the amount of $ 1,000,000.

The successful Design-Build firm shall upon approval of the contract, provide a

Scope to Budget Estimate based on the Design Criteria Package. If the Scope to Budget Estimate is more than the Owner's Construction Budget of $600,000, before moving further into the Design of the Renovation project, the Design-Build Contractor shall work with the Owner to "Value Engineer" the project and scope to bring the project within a budget acceptable to the Owner. Upon approval of the revised Scope to Budget Estimate by the Owner, the project shall proceed forward into Design by the Architect/Engineer Team. If an acceptable construction cost is not reached, the Owner has the right to cancel the project.

The above Total Construction Budget Cost includes Design-Builder Construction Fees, Survey Fees, A/E Design Fees, Building Permit, General Conditions, Administration, Personnel, Bonding, Insurance Costs and Subcontractor Cost of the Work.

Criteria 3: Personnel Qualifications

Provide information regarding capabilities and experience of personnel directly assigned to this project that include the following:

3.1 Clearly identify who will have primary technical responsibility for engineering and design work, contract negotiations, construction management, and any other aspect of the project implementation. Please do not list individuals that will not be assigned to the project.

3.2 List all current projects (and their respective locations) assigned to each individual on the team, with Client contact names and numbers for reference checks.

3.3 Provide an organizational chart that clearly describes your firm's project organization with supervisory reporting for this program, along with each subconsultant and their area of responsibility.

3.4 Professional resumes for key personnel and their responsibilities for the duration of the Contract.
Resumes should include a list of previous projects, similar in size and complexity, in which the team member has played a significant role.

Criteria 4: Program and Project Methodology

4.1 Describe your firm's methodology of developing skatepark/bmx projects for Owners. Address in detail the following key components, if provided by your firm or team, and how you would approach each one:
- Drainage modeling and analysis
- Project development
- Engineering and design
- Construction and project management

Criteria 5: References

5.1 Discuss your project team's experience with implementing design build projects at similar facilities. List a maximum of five (5) references indicating experience with drainage and skatepark/bmx improvements with owners of similar size and complexity. Include the following specific information for each project:
- Year project was completed
- Project title and location(s)
- Name, address, and phone number of Owner's representative
- Team member(s) involved and nature of team member's

responsibility
- General scope of work for the project
- Total dollar contract amount

Criteria 6: Non-Collusion Affidavit

6.1 Please complete and submit as part of your proposal the attached Exhibit "A" form.

Criteria 7: Safety

7.1 Submit information on your firm's accident rate, multiplier and history for the last five years 2011 thru 2016.

4. Criteria for Selection

Phase One – Owner shall prepare a request for qualifications and evaluate each qualification submittal based on the following:

- Experience.
- Technical competency
- Capacity to perform.
- Past performance of the proposal team and members of the team.
- Other appropriate factors submitted by the team or firm.
- Certification that each engineer or architect of the team was selected based on demonstrated competence and qualifications

The Owner shall qualify a maximum of 5 submissions to provide additional information and, the Owner MAY interview each for final selection.

Phase Two - Owner shall evaluate the information submitted by the respondents on the basis of the selection criteria (above) and the results of the interview. The Owner may request additional information regarding demonstrated competence and qualifications, considerations of the safety and long-term durability of the project, the feasibility of implementing the project as proposed, the ability of the respondent to meet schedules, costing methodology or other factors as appropriate. The Owner may not require the respondent to submit detailed engineering or architectural design as part of the qualifications submittal.

A Selection Committee may recommend the Design-Build firm that submits the qualifications offering the best value to the institution on the basis of the published selection criteria and on its ranking evaluations. Notwithstanding, the City Council retains authority to determine all qualifications, ranking evaluations and to make all determinations of the published selection criteria and to make all selections of Design Build firms.

Selection and Contract Negotiations

The Owner shall first attempt to negotiate with the selected Design-Build team a contract. If the Owner is unable to negotiate a contract with the selected team, the institution shall formally, and in writing end all negotiations with that team and proceed to negotiate with the next team in the order of the selection ranking until a contract is reached or negotiations with all ranked teams end.
Note: Cost considerations are factors in the selection and contract negotiation period.

Ranking Criteria

Each proposal will be rated on a scale of 1 (least) to 5 (best) in the following categories. Each category is of equal weight.

- Experience
- In Design-Build Method
- Competency / Capacity to Perform
- Past Performance
- Professional Reputation
- Certifications

APPENDIX A
PRELIMINARY PROJECT SCOPE OF WORK

City of Taylor is expected to receive facility improvements that may consist of the following items:

City of Taylor Skatepark

The scope of work may include, but is not limited to:
Soil import and grading, vegetation establishment, concrete flatwork, water and drainage system, location adjustments to coincide with field elevation change, and skatepark/bmx park equipment.

EXHIBIT "A"

QUALIFICATIONS ACKNOWLEDGMENT FORM

Submitted by: _____

_____

Date: Phone No.:

To:

_____

In submitting this proposal, the undersigned acknowledges and agrees to the following:

1. Receipt of the Request for Qualifications and attached Exhibit "A".
2. To hold open this submittal for a period of 60 days following its submission.
3. To accept the right of the Owner to reject any and all qualifications submittals, to waive formalities and to accept the proposal the Owner considers most advantageous.
4. To enter into a contract with the Owner for "Design-Build" as specified in the Request for Qualifications and the response to the Request for Qualifications.
5. By signing, the undersigned affirms that, to the best of his knowledge, the Qualifications submittal has been developed independently and is submitted without collusion with any other respondent or with anyone that would serve to limit competition in the award of this contract.

_____
Authorized Signature

_____
Title

_____
Name of Contracting Firm

_____
Address

_____
Telephone

_____
Date

City of Taylor
Skatepark
DB Respondent Rankings

City of Taylor SKATEPARK

Design Build Firm Selection

AVERAGE — **NAME OF COMPANY BEING RANKED**

Category	Grindline	SPA	Evergreen	Adira
Experience	4.3	4.0	4.7	3.3
Experience in Design-Build Method	4.0	3.7	4.3	3.3
Competency/Capacity to Perform	4.3	3.7	4.0	4.0
Past Performance	4.3	3.3	4.7	3.3
Professional Reputation	4.7	3.0	4.7	3.3
Certifications	3.7	3.7	3.7	3.7
** All category ratings are 1 (least) to 5 (best)	**4.22**	**3.56**	**4.33**	**3.50**

DEVITO — **NAME OF COMPANY BEING RANKED**

Category	Grindline	SPA	Evergreen	Adira
Experience	4	4	5	4
Experience in Design-Build Method	4	3	4	3
Competency/Capacity to Perform	5	4	5	4
Past Performance	4	4	5	4
Professional Reputation	5	4	5	4
Certifications	4	4	4	4

** All category ratings are 1 (least) to 5 (best)

RECTOR — **NAME OF COMPANY BEING RANKED**

Category	Grindline	SPA	Evergreen	Adira
Experience	5	3	4	2

City of Taylor
Skatepark
DB Respondent Rankings

Experience in Design-Build Method	4	4	4	3
Competency/Capacity to Perform	5	3	2	4
Past Performance	5	3	4	2
Professional Reputation	5	2	4	2
Certifications	3	3	3	3

** All category ratings are 1 (least) to 5 (best)

SLEDGE

NAME OF COMPANY BEING RANKED

Category	**Grindline**	**SPA**	**Evergreen**	**Adira**
Experience	4	5	5	4
Experience in Design-Build Method	4	4	5	4
Competency/Capacity to Perform	3	4	5	4
Past Performance	4	3	5	4
Professional Reputation	4	3	5	4
Certifications	4	4	4	4

** All category ratings are 1 (least) to 5 (best)

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **7**

Agenda Title: Consider selecting Pfluger Builders to provide Design-Build services for the Givens Community Center Renovation project in Fannie Robinson Park.

Council Action to be taken: Select Design-Build team

Initiating Department: **Public Works Department**

Staff Contact: **Matthew Rector P.E., Director**

1. INTRODUCTION/PURPOSE

To select Pfluger Builders as Design-Build firm for the Givens Community Center Renovation project.

2. DESCRIPTION/ JUSTIFICATION

The City of Taylor received one submittal for this project. Pfluger Builders is qualified and meets the needs for the project.

3. FINANCIAL/BUDGET

There is no budget implication from this selection. Budget implications will be discussed during contract negotiations.

4. TIMELINE CONSIDERATIONS

Timeline will be discussed more during contract negotiations.

5. RECOMMENDATION

Select Pfluger Builders to provide Design-Build services for the Givens Community Center Renovation project.

6. REFERENCE FILES

7a. RFQ

City of Taylor
Taylor, Texas

DESIGN BUILD SERVICES FOR GIVENS COMMUNITY CENTER RENOVATION
REQUEST FOR STATEMENT OF QUALIFICATIONS

This Request for Qualifications (RFQ) is intended to solicit qualifications (Respondents) with capabilities to design and construct the Givens Community Center Renovation for City of Taylor ("Owner"). For the purpose of this RFQ, "Respondent" refers to any entity or team that is qualified to provide all of the improvements as listed in this request. It is the intent of Owner to select the Respondent demonstrating the best overall value to the Owner, and to enter into an agreement to provide design and construction services for the Givens Community Center Renovation to Owner.

Sealed responses shall be received no later than:

May 8, 2017 @ 11:00 A.M., LOCAL TIME

RETURN RESPONSE TO:

Name:	City of Taylor c/o Rosemarie Dennis
Title:	Finance Director
Address:	400 Porter Street
City, St Zip:	Taylor, TX 76574

Please mark envelope:

"DESIGN BUILD SERVICES – GIVENS COMMUNITY CENTER RENOVATION"

Responses received after the deadline will not be considered.

Requests for an electronic copy of the RFQ package may be sent to Rosemarie Dennis at rosemarie.dennis@taylortx.gov. Clarification of any part of this solicitation must be in writing at least three (3) business days prior to the due date. Such clarification requests may be emailed to Mike DeVito at mike.devito@taylortx.gov.

Requested clarifications will be provided to all known responders as a written addendum to the RFQ. It is the responder's responsibility to verify the issuance of Addenda in regard to this RFQ.

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A – OWNER SUPPLIED INFORMATION

1. PURPOSE OF SOLICITATION

This Request for Qualifications (RFQ) is intended to solicit qualifications from design-build firms with capabilities to design, and construct the Givens Community Center Renovations for City of Taylor "Owner". For the purpose of this RFQ, "Respondent" refers to any entity or team that is qualified to provide all of the services as listed in item A-3 below. It is the intent of Owner to select the most qualified Respondent to partner with that will provide design-build services to Owner.

2. OWNER BACKGROUND

The Owner intends to Renovate the Givens Community Center in Taylor, TX. Maps showing the general planned location of the Givens Community Center are included in Appendix A.

3. SERVICES REQUESTED

Owner requests the turnkey services of a design-build firm (Respondent) with the capability to complete the following scope of work:

1. Analysis and assessment of Owner's facilities to determine structural, ADA, Code compliance, HVAC, site and finish out needs associated with the renovation of the Givens Community Center.
2. Development of project proposal(s) for Owner's consideration
3. Design and Architectural services and/or Engineering of approved project
4. Construction of the approved project

4. PROJECT BUDGET

The Owner has budgeted $150,000 for the preliminary scope of work outlined in Appendix A. Owner understands and acknowledges that scope change may result in either an increase or decrease in budget.

5. PRELIMINARY PROJECT SCHEDULE

Owner issues Request for Qualifications (RFQ)	April 23, 2017
Owner receives responses to RFQ	May 8, 2017
Owner announces Respondents qualified for further consideration	May 8, 2017
Owner, if necessary and at our option, conducts interviews	May 9, 2017
Owner approval of selected respondent	May 11, 2017
Design-build proposal(s) requested	May 11, 2017
Construction to begin	July 2017
Substantial completion of construction	To be submitted with SOQ

6. PROCUREMENT PROCESS

a. Request for Qualifications (RFQ)

The RFQ is the first step in a multi-step process aimed at identifying one or more qualified respondents. The Owner will evaluate each respondent's experience, technical competence, and capability to perform, the past performance of the respondent's team and members of the team, and other appropriate factors submitted by the team or firm in response to the

request for qualifications, except that cost-related or price-related evaluation factors are not permitted.

b. Selection of Qualified Provider or Short-list of Providers
   A committee may be formed to review responses submitted. Based on the selection criteria described in this document, the committee may short-list a maximum of five (5) of the most qualified respondents. The Owner retains the right to select only one respondent at this stage and negotiate a contract. The Owner may also determine that no qualified submittals have been received and reject all submittals.
c. Oral Presentation (Owner's Option)
   Oral presentations may be required of each of the interested short-listed respondents covering any unique qualities, methodologies, or approaches taken to differentiate from other Respondents. Short-listed respondent's may be asked to provide additional information to the Owner regarding demonstrated competence and qualifications, considerations of the safety and long-term durability of the project, the feasibility of implementing the project as proposed, the ability to meet schedules, costing methodology, or other factors as appropriate. This additional information will be used in addition to prior information received in further evaluating the short-listed respondent's to determine a rank-order of the short-listed firms
d. Negotiate Project Development Agreement
   The Owner shall select the design-build firm that submits the qualifications offering the best value for the Owner on the basis of the published selection criteria and on its ranking evaluations and enter into negotiations. It is anticipated that negotiations would encompass all phases of work, including but not limited to: engineering fees, preconstruction services, labor rates, contingency/risk, bonds, and markups for overhead and profit on subcontractors, as well as any other items the Owner feels are appropriate. If negotiations are successful, Owner and the highest ranking Respondent will enter into an agreement to develop the project proposal as outlined in this RFQ. If an acceptable agreement cannot be reached between the Owner and the highest-ranking Respondent, the Owner may choose to negotiate with the next highest ranking Respondent.
e. Project Development
   The selected Respondent will develop the project proposal based on the preliminary scope outlined in Appendix A. Owner expects the Respondent to complete the project development on a contingent basis (i.e. not bill for the development until completed and the implementation is funded) and roll the agreed upon cost of the development into the implementation cost. The owner reserves the right to pay for the development separately. At the conclusion of Project Development, Respondent will provide Owner with a Guaranteed Maximum Price (GMP) for the agreed upon scope of work.
f. Project Implementation
   After finalizing work scope and GMP, the Respondent will provide turnkey architectural and engineering design and construction management services.

7. INSTRUCTIONS TO RESPONDENTS

a. Public Information
   All information, documentation, and other materials submitted in response

to this solicitation are considered non-confidential and/or non-proprietary and are subject to public disclosure under the Texas Public Information Act (Texas Government Code, Chapter 552.001, et seq.) after a contract is awarded. The Owner strictly complies with all statutes, court decisions, and opinions of the Texas Attorney General with respect to disclosure of RFQ information.

b. Type of Contract
Any contract resulting from this solicitation will be in the form that meets any and all requirements of the final financing options and/or statutory requirements related to project approval criteria.

c. Clarifications and Interpretations
Any clarifications or interpretations of this RFQ that materially affect or change its requirements will be included in an addendum and issued to each known potential respondent. It is the responsibility of all respondents to obtain this information in a timely manner. All such addenda issued by the Owner before the qualifications are due shall become a part of the RFQ, and respondents shall acknowledge receipt of and incorporate each addendum in its response. Respondents shall consider only those clarifications and interpretations that the Owner issues by addenda two (2) days prior to the submittal deadline. Interpretations or clarifications in any other form, including oral statements, will not be binding on the Owner and should not be relied on in preparing Qualifications.

d. Deadline
The Owner will receive Qualifications at the time described below.

May 8, 2017 @ 11:00 A.M., LOCAL TIME

Submit three (3) identical copies of the Qualifications to:

Name:	City of Taylor c/o Rosemarie Dennis
Title:	Finance Director
Address:	400 Porter Street
City, ST Zip:	Taylor, TX 76574

Late received Qualifications will be returned to the Respondent unopened.

e. Delivery and Submission
The Owner will not acknowledge or receive Qualifications that are delivered by telephone, facsimile (fax), or electronic mail (e-mail).
Properly submitted Qualifications will not be returned to respondents.
Qualifications materials must be enclosed in a sealed envelope (box or container).
The package must clearly identify the submittal deadline, the RFQ title, and the name and return address of the respondent.

f. Point of Contact
The Owner designates the following person as its representative and Point-of-Contact for this RFQ. Respondents shall restrict all contact with the Owner and direct all questions regarding this RFQ to:

Name: **Mike DeVito**
Title: **Director of Parks & Recreation**
Address: **400 Porter Street**
City, ST Zip: **Taylor, TX 76574**

g. Evaluation of Qualifications
The evaluation of the Qualifications shall be based on the requirements described in this RFQ. All properly submitted Qualifications will be reviewed, evaluated, and ranked by the Owner. Qualifications shall not include respondent's fees, pricing, or other compensation.

h. Owner's Reservation of Rights
The Owner makes no representations of any kind that an award will be made as a result of this RFQ, or subsequent RFP and no such representation is intended or should be construed by the issuance of this RFQ. The Owner reserves the right to reject any and all Qualifications and re-solicit for new Qualifications, or to reject any and all proposals and temporarily or permanently abandon the Project. The Owner reserves the right to waive any formalities or minor technical inconsistencies, or delete any item/requirements from this RFQ when deemed to be in Owner's best interest.

i. Acceptance of Evaluation Methodology
By submitting its Qualifications in response to this RFQ, respondent accepts the evaluation process and acknowledges and accepts that determination of the "most qualified" firm(s) will require subjective judgments by the Owner.

j. No Reimbursement for Costs
Respondent acknowledges and accepts that any costs incurred from the respondent's participation in this RFQ shall be at the sole risk and responsibility of the respondent.

B - RESPONDENT'S SUBMITTAL

1. General Instructions

Qualifications shall be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to meet the requirements of this RFQ. Emphasis shall be on the quality, completeness, clarity of content, responsiveness to the requirements, and an understanding of Owner's needs.

Respondents shall carefully read the information contained in this RFQ and submit a complete response to all requirements and questions as directed. Incomplete Qualifications will be considered non-responsive and subject to rejection.

Failure to comply with all requirements contained in this Request for Qualifications may result in the rejection of the Qualifications.

Qualifications shall consist of answers to questions identified in this RFQ. It is not necessary to repeat the question in the Qualifications; however, it is essential to reference the question number with the corresponding answer. Qualifications that are qualified with conditional clauses, alterations, items not called for in the RFQ documents, or irregularities of any kind are subject to rejection by the Owner, at its option.

2. Format

A. Page Size, Binding, Dividers, and Tabs

Qualifications shall be a MAXIMUM OF FIFTY (50) PRINTED PAGES. The cover, table of contents, and divider sheets do not count as printed pages. Qualifications shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral or coil bindings.

Additional attachments shall NOT be included with the Qualifications. Only the responses provided by the respondent to the questions identified in this RFQ and in the oral interview will be used by the Owner for evaluation.

Separate and identify each criteria response by use of a divider sheet with an integral tab for ready reference.

B. Table of Contents

Submittals shall include a "Table of Contents" and give page numbers for each part of the Qualifications.

C. Pagination

Number all pages of the submittal sequentially using Arabic numerals (1, 2, 3, etc.).

3. Required Information for RFQ

Criteria 1: Unique Qualifications

1.1. Provide a statement of interest for the project including a narrative describing the Respondent's (and any subconsultant's) unique qualifications as they pertain to this particular project. Limit this section to 5 pages.

Criteria 2: Corporate Qualifications

2.1 Provide a brief history of your firm and any proposed subconsultants and/or subcontractors. At a minimum, include the following information:

- Number of years your firm been in business under its present name

- All other names by which your firm has been known and length of time known by each name
- The address of your firm's website, if applicable
- Location of parent company headquarters. If international, please list both international headquarters and US headquarters
- Location of office from which project will be managed
- Revenues for each of the last three (3) years for work performed in Texas.

2.2 List the complete range of services and capabilities your firm offers (e.g. renovation design, construction management, etc.). Indicate all services which your firm performs with your own employees, and those which are usually subcontracted.

2.3 List any equipment manufactured by your company that may be included with this project.
Describe your willingness to include other manufacturers' products. Identify and describe any business associations with equipment manufacturers or suppliers that might be specified for this project.

2.4 List past or present litigation in which your company is a defendant pertaining to Design-Build in Texas.

2.5 List any contracts in Texas in the last ten years that were terminated by the owner prior to completion due to non-performance.

2.6 Provide a claims history under professional malpractice insurance for the past five (5) years for the Respondent and any subconsultants or team members proposed to provide professional engineering services.

2.7 Provide name of bonding company, name and address of agent. Provide a letter from the bonding company indicating that Performance and Payment Bonds for 100% of the construction costs will be provided upon submission of the Guaranteed Maximum Price (GMP). Submit letter from bonding company on Bonding Company letterhead stating the maximum single project bondable amount. This letter shall state the bonding company will bond the contractor for at least the amount of the project budget (including Design Build Fee, salaries, bonds, insurance, General Conditions).

2.8 Required insurance - including workman's compensation must be maintained by the successful Design-Build Contractor throughout the project. Please describe your organization's insurance coverage. The successful respondent shall be required to provide to carry contractor's protective Liability Policy in limits of a minimum of $500,000 with combined single limit naming the Owner as insured for each project.

2.9 Respondent shall certify to Owner the each architect or engineer who is a member of the Respondent's firm was selected based on demonstrated competence and qualifications in the manner provided by Tx. Govt. Code Section 2254.004.

2.10 Provide Professional Liability Insurance information stating the Architect/Engineer design team carries and maintains errors and omissions insurance in the amount of $ 1,000,000.

The successful Design-Build firm shall upon approval of the contract, provide a Scope to Budget Estimate based on the Design Criteria Package. If the Scope to Budget Estimate is more than the Owner's Construction Budget of

$150,000, before moving further into the Design of the Renovation project, the Design-Build Contractor shall work with the Owner to "Value Engineer" the project and scope to bring the project within a budget acceptable to the Owner. Upon approval of the revised Scope to Budget Estimate by the OWNER, the project shall proceed forward into Design by the Architect/Engineer Team. If an acceptable construction cost is not reached, the Owner has the right to cancel the project.

The above Total Construction Budget Cost includes Design-Builder Construction Fees, A/E Design Fees, Building Permit, General Conditions, Administration, Personnel, Bonding, Insurance Costs and Subcontractor Cost of the Work.

Criteria 3: Personnel Qualifications

Provide information regarding capabilities and experience of personnel directly assigned to this project that include the following:

3.1 Clearly identify who will have primary technical responsibility for engineering and design work, contract negotiations, construction management, and any other aspect of the project implementation. Please do not list individuals that will not be assigned to the project.

3.2 List all current projects (and their respective locations) assigned to each individual on the team, with Client contact names and numbers for reference checks.

3.3 Provide an organizational chart that clearly describes your firm's project organization with supervisory reporting for this program, along with each subconsultant and their area of responsibility.

3.4 Professional resumes for key personnel and their responsibilities for the duration of the Contract.
Resumes should include a list of previous projects, similar in size and complexity, in which the team member has played a significant role.

Criteria 4: Program and Project Methodology

4.1 Describe your firm's methodology of developing renovation projects for Owners. Address in detail the following key components, if provided by your firm or team, and how you would approach each one:

- Project analysis
- Project development
- Engineering and design
- Construction and project management

Criteria 5: References

5.1 Discuss your project team's experience with implementing design build projects at similar facilities. List a maximum of five (5) references indicating experience with drainage and baseball field improvements with owners of similar size and complexity. Include the following specific information for each project:

- Year project was completed
- Project title and location(s)
- Name, address, and phone number of Owner's representative
- Team member(s) involved and nature of team member's responsibility
- General scope of work for the project
- Total dollar contract amount

Criteria 6: Non-Collusion Affidavit

6.1 Please complete and submit as part of your proposal the attached Exhibit "A" form.

Criteria 7: Safety

7.1 Submit information on your firm's accident rate, multiplier and history for the last five years 2011 thru 2016.

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Phase One – Owner shall prepare a request for qualifications and evaluate each qualification submittal based on the following:

- Experience.
- Technical competency
- Capacity to perform.
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Phase Two - Owner shall evaluate the information submitted by the respondents on the basis of the selection criteria (above) and the results of the interview. The Owner may request additional information regarding demonstrated competence and qualifications, considerations of the safety and long-term durability of the project, the feasibility of implementing the project as proposed, the ability of the respondent to meet schedules, costing methodology or other factors as appropriate. The Owner may not require the respondent to submit detailed engineering or architectural design as part of the qualifications submittal.

A Selection Committee may recommend the Design-Build firm that submits the qualifications offering the best value to the institution on the basis of the published selection criteria and on its ranking evaluations. Notwithstanding, the City Council retains authority to determine all qualifications, and in evaluations and to make all determinations of the published selection criteria and to make all selections of Design Build firms.

Selection and Contract Negotiations

The Owner shall first attempt to negotiate with the selected Design-Build team a contract. If the Owner is unable to negotiate a contract with the selected team, the institution shall formally, and in writing end all negotiations with that team and proceed to negotiate with the next team in the order of the selection ranking until a contract is reached or negotiations with all ranked teams end.
Note: Cost considerations are factors in the selection and contract negotiation period.

Ranking <u>Criteria</u>

Each proposal will be rated on a scale of 1 (least) to 5 (best) in the following categories. Each category is of equal weight.

- Experience
- Competency / Capacity to Perform
- Past Performance
- Professional Reputation
- Certifications

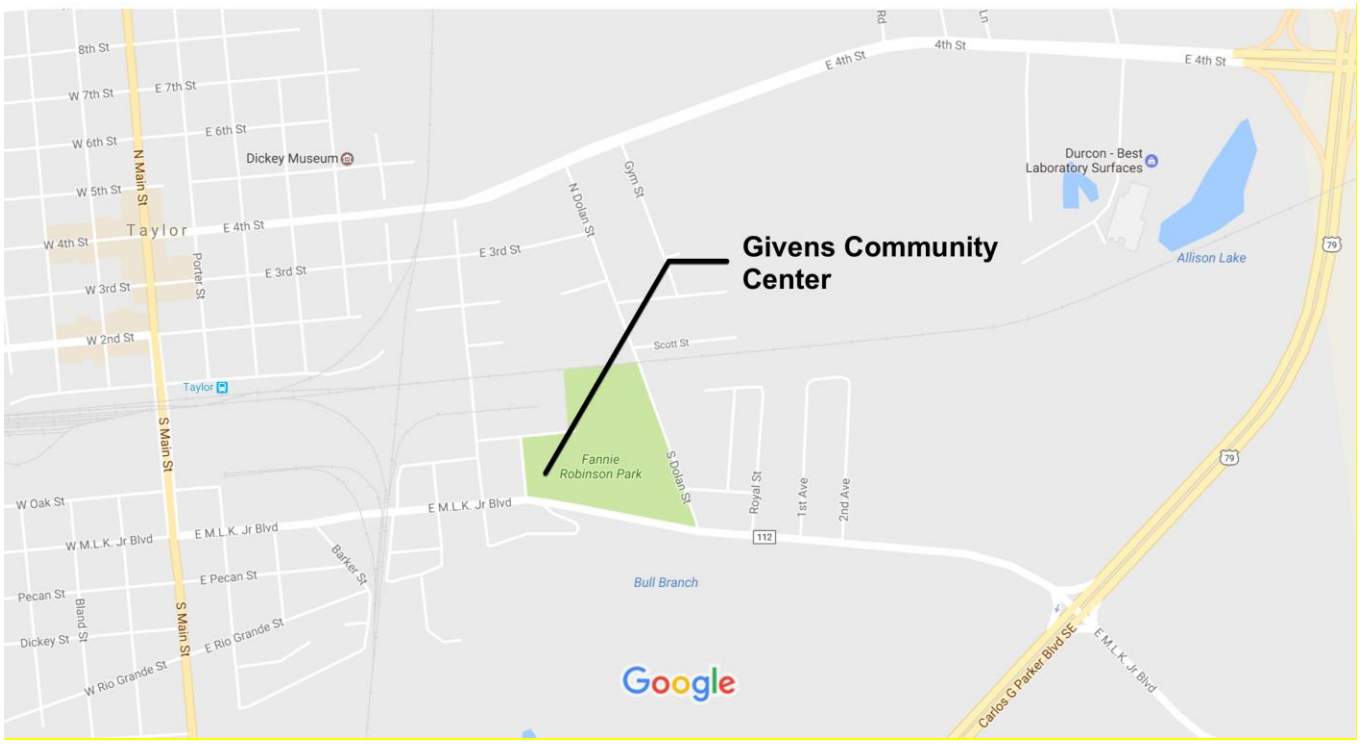
APPENDIX A
PRELIMINARY PROJECT SCOPE OF WORK

City of Taylor is expected to receive facility improvements that may consist of the following items:

RENOVATION TO THE GIVENS COMMUNITY CENTER

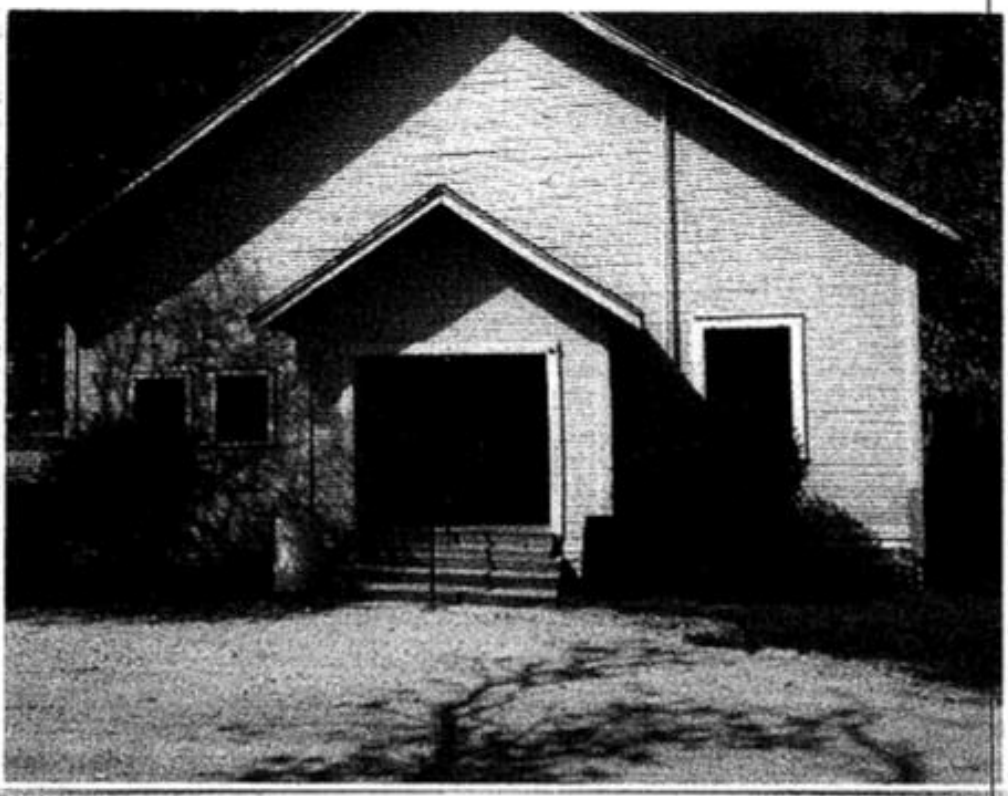
The scope of work may include, but is not limited to:
Soil import and grading, vegetation establishment, concrete flatwork, paving, site improvements, HVAC work, structural improvements, foundation repair and leveling, electrical work, plumbing work and finish-out work.

Please note the attached reference packet “Equity Community Development Corporation Project Proposal” below is for reference purposes only.



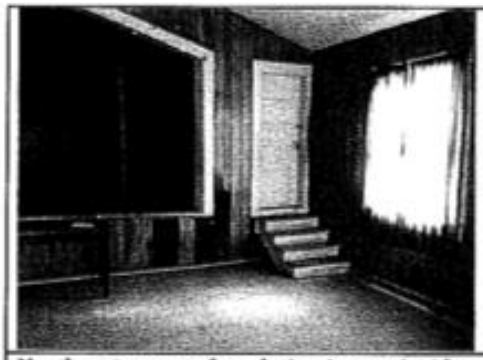
Katy St
Miller St
Frank St
Givens
Community
Center Site
S Robinson St
S Dolan St
Tennessee St
Carolina St
112
Talley St
E Rio Grande St

EQUITY COMMUNITY DEVELOPMENT CORPORATION



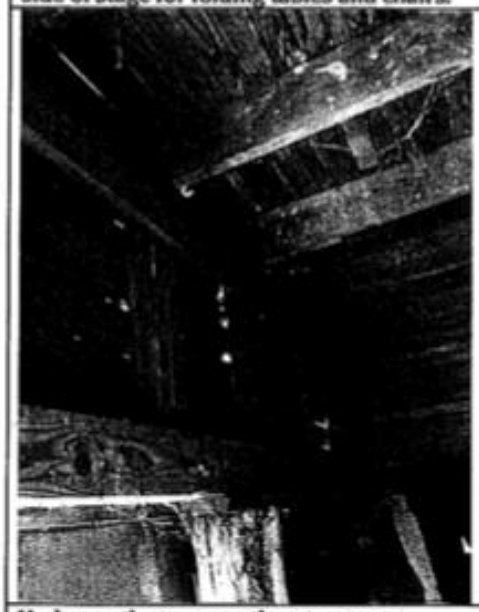
Project Proposal

Prepared for: City of Taylor, Planning Department
Prepared by: Robert Stevenson, Executive Director, ECDC
May 7, 2014
Proposal number: 101-45



Northeast corner, foundation issues, inside. Proposed redesign would also create floor-level accessible storage space to the right side of stage for folding tables and chairs.

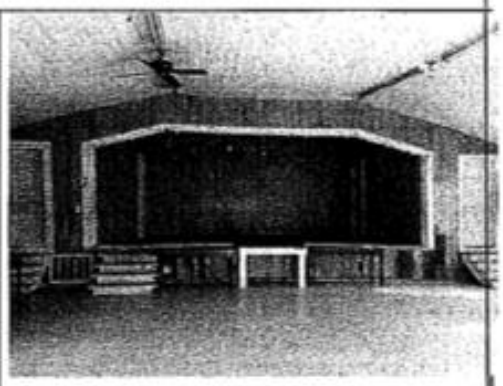
Northeast corner, foundation issues, outside



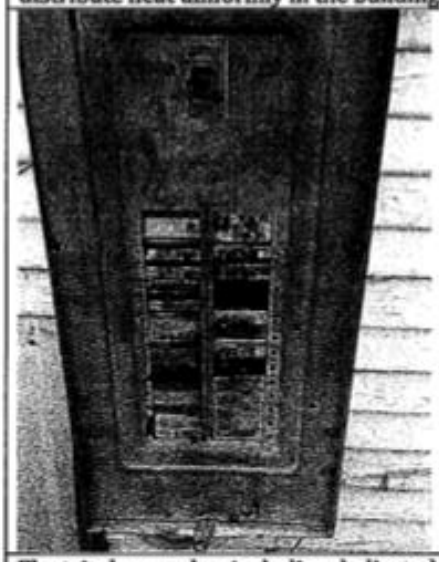
Underneath stage, northeast corner.

Cedar pier under weight of structure, but wood joint in beam not fully supported, compromises strength of beam.

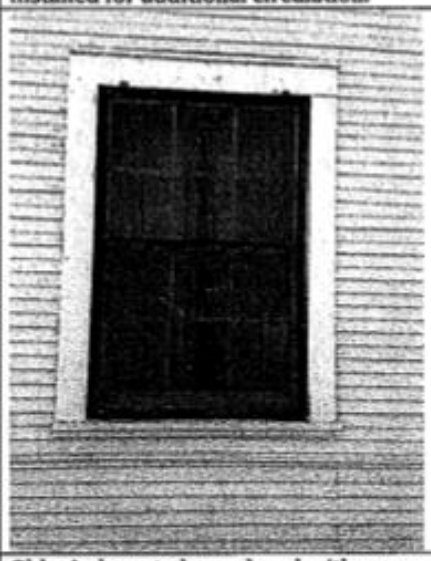
Supplemental gas heater functions, but is unnecessary with a properly designed and functioning HVAC system and cannot distribute heat uniformly in the building.



Interior (inside conditioned space) metal ductwork should be installed to distribute to entire structure. Ceiling fans will be installed for additional circulation.



Electrical upgrades, including dedicated GFCI circuits are necessary.



Old windows to be replaced with more practical and energy-efficient models.

Knob and tube electrical wiring under stage. Some piers sinking.

Main roof support beam is bowed, pushing out the eaves and bowing the exterior walls. Beam(s) engineered to safely span the distance and/or additional support needed.

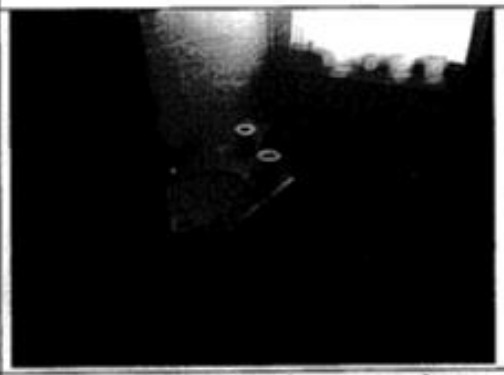
Main HVAC is electrical/gas. Heater appears to work on gas and is not connected. Ductwork only distributes conditioned air at front of building.

2nd HVAC system only cools stage. One properly sized HVAC unit could heat and cool entire structure more efficiently.

Kitchen to be redesigned to increase functionality of current purpose with focus on food safety.

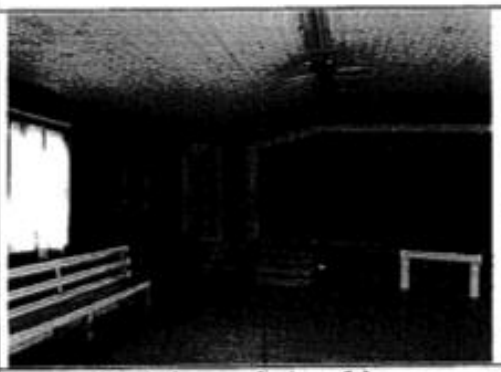
Wheelchair ramp to be installed to expanded porch/deck area.

Proposal includes relocation of HVAC equipment and increasing the square footage of the bathrooms so that both are accessible.



Bathrooms to be enlarged to create adequate wheelchair space.

Ceiling fans with lighting kits to be installed to improve lighting and air circulation.



Proposal includes a redesign of the northwest exit to be made accessible.

EXHIBIT "A"

QUALIFICATIONS ACKNOWLEDGMENT FORM

Submitted by: _____

_____

Date: Phone No.:

To:

_____

In submitting this proposal, the undersigned acknowledges and agrees to the following:

1. Receipt of the Request for Qualifications and attached Exhibits "A".
2. To hold open this submittal for a period of 60 days following its submission.
3. To accept the right of the Owner to reject any and all qualifications submittals, to waive formalities and to accept the proposal the Owner considers most advantageous.
4. To enter into a contract with the Owner for "Design-Build" as specified in the Request for Qualifications and the response to the Request for Qualifications.
5. By signing, the undersigned affirms that, to the best of his knowledge, the Qualifications submittal has been developed independently and is submitted without collusion with any other respondent or with anyone that would serve to limit competition in the award of this contract.

_____
Authorized Signature

_____
Title

_____
Name of Contracting Firm

_____
Address

_____
Telephone

_____
Date

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **8**

Agenda Title: Discuss and consider options for improvements to the Animal Shelter

Council Action to be taken: Receive Report and consider for budget discussions

Initiating Department: Police/Animal Control

Staff Contact: Commander Joseph Branson

1. INTRODUCTION/PURPOSE

This item is the continuation of a discussion concerning the Animal Shelter. The Board was tasked with providing input regarding the three options as directed by Council to improve the Animal Shelter (1) Upgrading the Current Facility; (2) Relocating and building a new Animal Shelter; and (3) Becoming a partner and joining the Williamson County Regional Animal Shelter.

2. DESCRIPTION/ JUSTIFICATION

The three options to improve the Animal Shelter were examined and this report includes a twenty year cost projection, and the recommendations of the Animal Control Advisory Board as well as City Staff.

3. FINANCIAL/BUDGET

To be determined in the budget process.

4. TIMELINE CONSIDERATIONS

To be included in the Fiscal Year 2017-2018 approved budget.

5. RECOMMENDATION

Receive Report and consider for budget discussions.

6. REFERENCE FILES

8a. Options Presentation
8b Animal Shelter 20 Year Cost Projections

Taylor Animal Shelter

Council Update

June 8, 2017

EXISTING SITE

Three Options

1. Upgrade current site/ facility
   - short-term upgrade $250,000

2. Build new shelter (whether at current site or re-locate to new site) $2.5 million

3. Partner with Williamson County Regional Animal Shelter (WCRAS)
   - Initial cost $543,903

Options / Considerations

Pros for upgrading current facility

- Short-term investment still utilized
- Proximity to citizens
- Visibility on major road
- Connection to new trail/ Cemetery
- Shorter timeline
- Cost

Options / Considerations

Cons for upgrading current facility

- Sharing facility with Public Works
- Noise from railroad
- Flooding potential
- Cost to upgrade water line

Impact to services

- Minimal impact to services

Proposed 2017 SITE

- Demo barn
- New Modular
- Interior Renovation
- New Cat Area
- New Parking
- New Dog Yard
- Secure Site Fencing
- Trail Fencing
- 15 dogs*/ 10 cats
- **$200 - $250K Budget**

Options / Considerations

Pros for relocating/ building new shelter

- Expert advice from beginning
- Fresh start/ clean slate
- Potentially more room
- Away from train tracks
- Not associated with maintenance yard
- Improved appearance

Options / Considerations

Cons for Re-locating shelter facility

- Potential loss of central location
- Capitol cost of building project
- Cost of additional staffing needs
- Potential additional ACO response time
- Difficult to project future needs
- Short-term upgrades abandoned

Impact to services

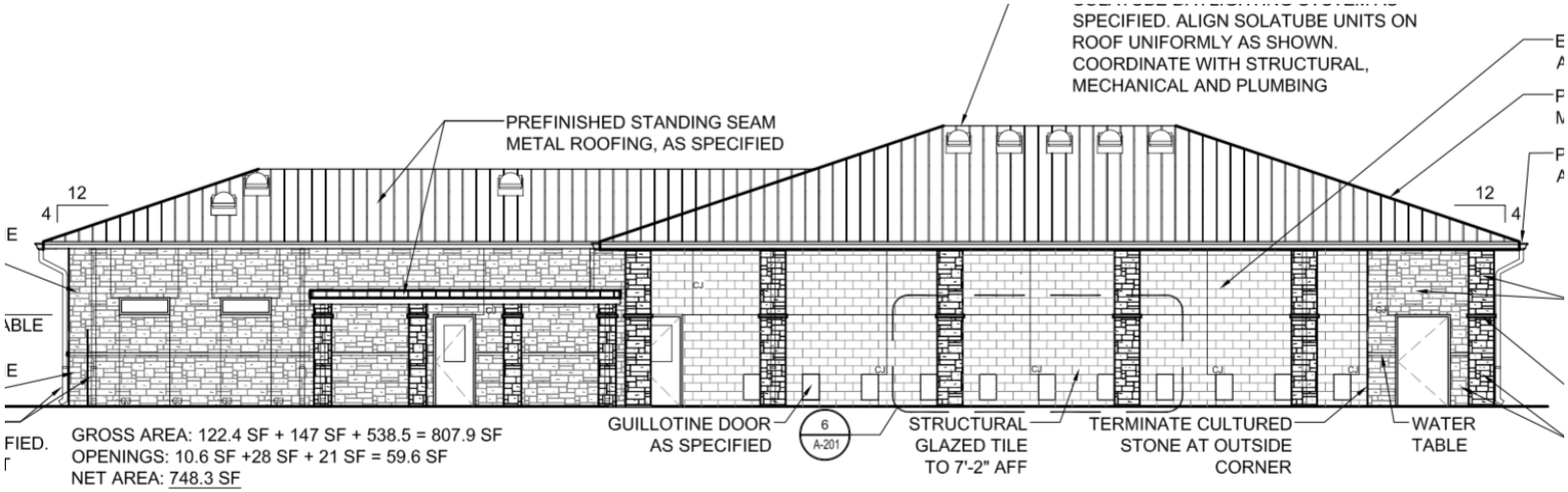
- Street level services remain same
- Larger shelter means more animals, and additional staff (i.e. Kennel Technicians and Shelter Manager: salary & benefits $55,000)

Possible Future shelter

- New Animal Shelter
- All new interior kennels
- New Signage
- New Site Lighting
- Updated Yard
- 30+ dogs / 30+ cats
- **$2.5M to $4.0M Budget**

Pflugerville Shelter Plans ($ 2.5 mil)

- 3000 sq. ft. (24 dog kennels, 40 animals total)



Williamson County Regional Shelter

Options / Considerations

Pros for Williamson County Regional Shelter

- Increased care for animals (medical staff)
- Large network of rescue/ adopters
- Pooling resources with other communities
- Enhanced street animal control
- Taylor represented on Wilco board
- Minimal shelter operations
- ACO availability for public education on spay/neuter and other outreach

Options / Considerations

Cons for Williamson County Regional Shelter-

- Not available until summer of 2019
- Loss of control of daily operations
- Transportation costs
- ACO not available during transports
- Residents driving to Georgetown to retrieve animals

Impact to service-WCRAS

1. **Two full time Animal Control Officers**

Salary and benefits

- **Full-time supervisor-$59,900**
- **Part-time ACO-$14,498**
- **Full-time ACO-$39,036**
- **Fiscal Impact +$24,538**

Impact to service-WCRAS

2. Kennel Tech positions no longer required

Salary and benefits

- Full time position: $36,850
- Part-time position: $13,500
- Fiscal impact savings: -$50,350

Impact to service-WCRAS

Enhanced Street Animal Control Services

- **Pro-Active handling & reduction of dogs-at-large**
- **Neighborhood problem-solving with residents**
- **Public Education**
- **Develop an effective micro-chipping program, to improve identifying & re-uniting with owner**
- **Spay and neuter outreach**
- **Proactive handling of animal cruelty and neglect cases**

Williamson County Cities

- Round Rock (120,892)- No animal shelter
- Cedar Park (68,918)- No animal shelter
- Leander (42,761)- No animal shelter
- Hutto (23,832)- Small intake facility

- Georgetown-(67,140)- City animal shelter
- Taylor-(17,200)- City animal shelter

Hutto (WCRAS) Model

Hutto (WCRAS) Model

Hutto (WCRAS) Model

Hutto (WCRAS) Model

Hutto (WCRAS) Model

- $500.00 annual on-site operating budget
- Under Public Works Division
- One employee (Animal Control Officer)
- No Kennel Technicians
- No fosters/ rescues/ adoptions
- 50% of animals are re-claimed before WCRAS
- Hold animals for up to 48 hours

Cedar Park (68,918) Model

- No animal shelter
- Two crates in CPPD sally port
- Emphasis on street animal control
- Hold animal for short amount of time while attempting to find owner
- Transport to WCRAS

Round Rock (120,892) Model

- No animal shelter
- Emphasis on street animal control
- Hold animal in ACO vehicle while attempting to locate owner
- Transport to WCRAS

Leander (42,761) Model

- No animal shelter
- Emphasis on street animal control
- Rely heavily on social media and micro-chipping

ACO – 5 YEAR BUDGET COMPARISON

Budget Year	Approved Budget
2013/2014	$116,739
2014/2015	$145,274
2015/2016	$176,173
2016/2017	$199,770
2017/2018	$270,528*

*Requested budget

OPTIONS FOR CONSIDERATION:

20 YEAR PROJECTED TOTALS:

1. **Upgrade Existing Facility** **$6,399,485**
2. **New Facility** **$11,037,601**
3. **Join WCRAS Regional Shelter** **$6,763,161**

Projected total estimates include the combined total of

Employee Services, Operational Supplies, Facilities Operations, Equipment Operations, Contract Services and Capital Outlay

Expenses annually for 20 years.

Taylor Texas
CITY OF TAYLOR TX

OPTION 1 – Upgrade Existing Facility

- Cost to upgrade facility in FY17/18 - $250,000
- New Vehicle Purchases in FY21, FY25, FY29 and FY34
- Capital lease payment drops off FY22 – Cash payments for vehicles is assumed for Capital Outlay
- One additional staff member with benefits included in FY22, FY28 and FY34
- Projecting a 3% inflation rate in expenditures each year

20 Year Projected Cost - $6,399,485

OPTION 2 – New Facility

- FY17/18 Debt issuance of $2.5M plus $80k in cost issuance. Total payback is $3,737,634.
- New Vehicle Purchases in FY 21, FY25, FY29 and FY34
- FY18/19 includes one additional Full-Time and one additional Part-Time staff with benefits
- FY27/28 and FY33/34 includes one additional Full-Time staff with benefits
- Facilities operation and operational costs increase
- Projecting a 3% inflation rate in expenditures each year

20 Year Projected Cost - $11,037,601

Taylor Texas
CITY OF TAYLOR TX

OPTION 3 – Join WCRAS Regional Shelter

- New Vehicle Purchases in FY 21, FY25, FY29 and FY34
- Staff reduced to 2 Full-time Animal Control Officers
- Facilities operation and operational costs decrease (requires less staff, veterinarian services, animal food, etc.)
- Projecting a 3% inflation rate in expenditures each year
- Projecting a 5% annual increase for operating costs charged by WCRAS

20 Year Projected Cost - $6,763,161

Recommendation #1

Subcommittee

Director of Public Works Matt Rector

Commander Joseph Branson

Patrice Dempsey

Melanie Rathke

Diana Voytek

Recommendation:

Upgrade current site/ facility

(20 year projected cost - $6.4M)

(vote of 3-2)

Recommendation #2

Animal Control Board

Patrice Dempsey

Melanie Rathke

Diana Voytek

Christine Sumpter-Hegar

Thomas Rohlack

Commander Branson

ACO Supervisor Sandy Perio

Recommendation:

Upgrade the current site/ facility

(20 year projected cost-$6.4 million)

- Upgrade current site/ facility-4 votes
- WCRAS model-2 votes
- Re-locate and build new shelter-1 vote

Taylor Texas

CITY OF TAYLOR TX

Recommendation #3

Staff

Chief of Police

Police Commander

Director of Finance

Director of Public Works

Animal Control Supervisor

Recommendation:

WCRAS Hutto Model

(20 year projected cost - $6.8M)

(vote of 5-0)

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **9**

Agenda Title: Discuss and introduce issues related to development and building ordinances.

Council Action to be taken: Receive recommendation and provide direction

Initiating Department: Development Services Department

Staff Contact: Ashley Lumpkin, AICP, Director

1. INTRODUCTION/PURPOSE

Introduce a list of proposed ordinance amendments and/or additions to the Code of Ordinances.

2. DESCRIPTION/ JUSTIFICATION

The following list contains the proposed amendments and additions to the City of Taylor Zoning Ordinance. While the list is not exhaustive, it includes topics identified by staff during the review of projects, community concerns voiced on completed developments, as well as the top-ranked concerns identified from the Growth Summit. A majority of the items identified were reiterated by the Growth Summit responses, which are attached as well.

As part of this effort, the Development Services Department will provide opportunities for public input as well as meeting with various boards, committees, and commissions including the Development Advisory Committee, Parks Advisory Board, Main Street Advisory Board, and Planning and Zoning Commission to ensure the codes are simple and effective.

Many of the proposed amendments can be considered ‘housekeeping’ as they are minor revisions that do not establish new regulations. Several of the proposed revisions will clarify and align ordinance language to the administrative practice. For example, there are numerous legally, non-conforming sites throughout town that need a process to follow for redevelopment – while also not constraining the site so that redevelopment may never occur. Currently, the list is set forth in a manner that will allow staff to work on longer term items such as adopted a new International Code Council family of building codes and corridor standards, while still making progress on smaller, less complex amendments or additions.

1. Landscape ordinance amendments (tree mitigation, required landscape percentages, and buffer yards between dissimilar uses)
2. Revise Commercial use charts (B1 & B2 specifically, but explore neighborhood commercial uses as well)
    a. Look at limiting residential in commercial zones
    b. Infill commercial in the older areas (florist, kolache shop, etc.)
3. Parking in yards and driveway standards for residential areas
4. Residential Design Standards (primary and secondary materials)
    a. Minimum covered parking for residential
    b. Parkland dedication requirements and parkland fee in lieu
5. Infill and Redevelopment Ordinance
    a. Clarify Remodel/expansion requirements for nonconforming sites
6. Clarify bond requirements with plats
7. Fencing – clarify when permits are needed, approved materials, and differentiate residential vs. commercial fences
8. Revise the Engineering Manual within the Subdivision Ordinance
9. Historic Overlay with Entertainment District
10. Addition of an Agriculture district (current district provides only for smaller lot residential upon annexation, this would not provide smaller lot residential by-right)
11. Commercial Design Standards (primary and secondary materials)
    a. Will include industrial and business park standards as well
12. Corridor Standards – Highway 95, 2nd Street, 4th Street, FM 973, and Chandler Road
13. Adopt new ICC family of codes (helps ISO rating and responds to concerns of currently adopted codes)
14. Transportation plan updates coinciding with Williamson County updates

3. FINANCIAL/BUDGET

No impact at this time.

4. TIMELINE CONSIDERATIONS

The proposed list will be an ongoing project lastly at minimum of 18 months.

5. RECOMMENDATION

If the proposed ordinance list contains all desired ordinance amendments and City Council is comfortable with the tentative order, Staff recommends starting work on the ordinance updates.

6. REFERENCE FILES

9a. Growth Summit List of Results

TRANSPORTATION/CONNECTIVITY

Session 1
Concerns:

- Sidewalks
- Railroads-commuter lines-Better use of train/commuter
- TxDOT control of key corridors = a challenge
- Chandler Rd/Loop-continuation around
- Long term transportation plan needed
  - Train/commuter
- Cost of CAPCOG
- Large number of people from Taylor commute to Austin
- Better commute, more attractive for new residents
- Congestion through Hutto→more direct to 130
- Be more discriminate about development
- School routes and roads and subdivisions
  - Pickup congestion, sidewalks
- Mixed use development to allow for walkability
- Utility pole-more appealing underground
- Roadway design standards-including other entities-MUD
- Taylor soil = bad roads
- Budget- percent vs. growth/spending, taxes
  - -affordability
- Austin commute traffic/290 – 973
- Plan system-ultimate population-not 10/20 years
- ROW/corridor preservation
  - All forms-ultimate vision (i.e. 2 lane short term vs. long term)
- Maintain systems-"roadways"
  - Understand costs-ongoing
- Study surroundings-Leander through Cedar Park

Session 2
Concerns:

- Robinson Park-surrounding neighborhood sidewalk connectivity
- Other-City yard on Main Street
- Main/2nd-Chandler/Mallard
  - Have plenty of ROW
- Loop around city
- Hutto traffic on 79
- Didn't accept transportation options
- No mass public transport-Austin-to and from
- Tollways backing up (i.e. Houston rail line
- No dependable rail-Amtrak frequency, dependable

973-No logical way to downtown
Outside loop into downtown
Regional connectivity
Bike lanes-going overboard
    Families, shopping, young/single
Safe routes for students
    "Carlos Parker"-reach town without driving only – jogging, hiking
Roads compressed with car traffic/bikes-function well
    Safe efficient for all
Non-transportation concerns: future demographics and quality of life
Sidewalks-broken/raise walks
Lack of public transportation
Parking downtown-garage
Turnover in parking spots downtown-meters? Enforcement
Sidewalks-connectivity besides just downtown
Hutto-bypass
Condition of street pavement
Loop around rest of Taylor-what happening?
Subdivision on 973-walks, pickup, unsafe for students
Truck bypass-issues-too big for underpasses
Expansion of routes for CARTS-outside of Taylor
    Not convenient for users-schedules
    No connection to ABIA
    Not user friendly-confusing
Awareness of trains into Taylor
Concerns for skateboard park-downtown-congestion
    Small target audience
    Parking issues-taking away from commerce

FINAL VOTING:

Parking Garage/reduction of congestion – 2
Hutto Bypass – 0
Public Transit to ABIA – 2
Expand Routes for CARTS – 4
Uber and Lyft to reduce congestion -3
More options for transportation – 3
Regional interconnectivity – rail – 3
More pedestrian ways – 7th Street Campus – 4
Trees for shade over parked cars and sidewalks – 2
Better signal timing – 1
Taylor Airport – take improvements to next level -3
Greyhound Bus Station needed – 3

Better lighting downtown – 5
More enforcement on semis driving through downtown – 4
    Semis downtown – 2
Pedestrian islands – 6
Fill gaps in downtown sidewalks – 2
Complete loop – 1
Stop signs – 1
Address masterplan on road use and capacity – 1
More visible pedestrian/traffic calming at 2nd/Main – 1
2nd/Main safety improvements (5 pedestrian related accidents) -1
Any Masterplan – anticipate growth – 0
Taylor will lose CARTS at 25k population -0
No shade/urban area – 1
Bus stops shelters – 0
More parking needed for all uses – 5
Regional transportation/CARTS/city bus line – 2
Shuttle/satellite parking – 2
Taxi/rideshare -1
More trees/awnings – 7
Lower speed limits – 2
    More speed limit signs - 1
Handicap access – 1
Demo old barn at 2nd street and create parking area – 7
Solar plug in stations – 0
Highlight/educate about trails system – 2
    Trails for bikes/peds – 2

SPECIAL DISTRICTS

Session 1
Concerns:

- Lack of recognition/leveraging of existing special districts
- Define/recognize historic neighborhoods
  - -signage
- Create a map of districts/share with CofC and realtors
- Need an art/entertainment district (provides recognition/flexibility/grant opp)
- Intersection's safety downtown area
- Street closures in district with golf cart vehicles allowed
- Parking/access
- Provide connection to historical sites/attractions
- Public art/Art in public places
- Lack of structure
- Place for seniors
- Keep integrity and character of building
- Recreation-family, not all sports
- Cost-paid by district self-sustaining
- Match community with our identity
- Not defining district, accept any development
- Finding appropriate area

Session 2
Concerns:

- What do we have?
- No signage for downtown historic district
- No arts/entertainment district designated
- No communication/branding for districts
- Need special districts in other locations than just downtown
- Where do we get info to create special districts? Resources?
- Where is the next industrial area?
- What is the timeline to establishing the industrial areas?
- How do we purchase the industrial areas?
- How do we establish the boards for the districts?
- Mixed use and connected districts
- Need multi-family residential districts with single family
- Lack of follow through once the district is identified
- Resources to support districts (too much for City staff?)
- Concerned about her building being in an entertainment district
- Grandfathering
- Taxing
- Consistent implementation

How are they communicated?
Marketing
Events-make a day out of it

Don’ts:

Too restrictive
Where are the current lines?
Make folks aware that they exist
No signage
Parking
Pedestrian traffic

FINAL VOTING:

Preserve historic downtown – 5
Ordinance to support the objectives - 2
Special shopping district – 3
Create a maintenance plan for districts – 2
Establish signage for districts – 4
Leverage/recognize/advertise/ redevelop and improve existing districts - 10
Designate arts/entertainment district – 19
Entertainment to include shopping - 2
City-wide marketing campaign – 3
Improve/provide communication/branding for districts – 2
Create multiple historic districts (residential, downtown, etc.) – 3
All-inclusive historic district (trails, business district, neighborhoods, attractions) – 8
Define/create process to establish districts – 1
Provide resources about the process to establish districts – 3
Convene special district focus groups – 1
Create city historian/preservation position -3
Liaison needed – right fit for right city - 1
Identify/define districts via mapping – 2
Publicize districts – 2
Develop a game plan – 9
Taxing district – 4
Feed tax base with industry and job creation – 2
Task force – 6
Medical district – 5
Update downtown buildings to code – 4
Farmers market and market days – 6
Incentives – 6
Art in public places – 5
Business to have good business plan to get into area/get approved – 4
Taylor must be able to say no – 4

Afford flexibility – 1
Unified mindset – 3
Offer protection of existing interests – 3
Aviation growth - 1
More dining options – especially evening – 1
    Less bbq and Mexican – 0
    Restaurants with play areas for children - 2
More family friendly options – 3
Develop South Taylor – 2
Emphasize tourism – 2
Inland ports – 2
Adequate parking and walkway plan - 0

RESIDENTIAL DESIGN STANDARDS

Session 1
Concerns:

- Visibility
- Affordability (brick, cost more to build vs. selling homes)
- Not bigger scale housing, high end homes
- Chandler Rd-Infrastructure (sewer, water, annex)
- Existing lots no service
    - -additional size water lines
    - -adding infrastructure before building homes
- Stepping out of residential code
- Fire department above residential codes
- Using materials to build on blackland soil
- Improve quality of homes-build on next level
- Accommodate shifting soil-hardi vs. masonry
- City not push hardi
- Percentage of masonry on exterior
- More variance in lot size and size of home (width also)
- Not cookie cutter homes/apartments
- Mix types in City
- Garden home standards also
- Neighborhood schools
- Quality of life in subdivision-Master plan
- Different standards for districts
- Downtown district-different standards
- Availability of utilities
- Cost of infrastructure
- Impact fees

Session 2
Concerns:

- Connection between developments
- Driveway standards on larger sites (with acreage)
- Sidewalks on above?
- Sidewalks in older neighborhoods
- Development of areas with larger lots
    - -masonry built homes
- Estate size homes
- Carrot-not a stick
    - -tell us what you want, not what you don’t want
- Preserve trees
- Look at affordability

"Green up" standards
"Quality" homes
Building standards/inspections
Neighborhood standards
Standard of how we want Taylor to look
Code enforcement
Parking in yards
Zoning for residents
Requirements for new construction vs. existing
-remodeling requirements
Design in Historic structures
Exterior façade required (masonry, hardi)
One size fits all homes and neighboring housing
Existing residential sidewalk requirements
Standards for driveways property line to house
Minimum square footage (currently 1400 sq foot)
Landscaping requirements
Code enforcement for parking in yards

Final Voting:

Attract developers to develop master plans
Incentives for developers - 13
Know availability of land that will support Taylor ISD - 6
Develop standards for all areas to be ready for growth (sectors) – 6
Improve infrastructure – 0
Infrastructure improvements – 9
Street improvements, homes correspond with neighborhoods, create parking in residential neighborhoods - 9
Have team of builders to bounce ideas off of - 6
Stay in touch with panel for their assistance/ideas
Wider Street Width requirements – 4
Neighborhoods associations - 1
Greening of neighborhoods – 3
Recommended plantings – 5
Mixture of lot sizes – 10
Connect developments with roads and sidewalks – 6
Accessibility to town from homes - 0
Options on driveways - large acreage exceptions – 2
Allow gravel driveway in undeveloped parts of the city (county) - 6
Code enforcement on existing homes – 6
More training to Police Department – 0
Use of special districts to promote the above ideas – 8

Infill development for older neighborhoods – 7

Include building standard flexibility in different parks of town - 1

Allow hardie to be used vs. masonry – 9

Quick reference guide of neighborhood zoning in different places – 5

Appeal of code ruling – 3

Minimum square footage where beneficial and allowed by the city – 5

In house inspections - 7

CORRIDOR STANDARDS

Session 1
Concerns:
- ERCOT employees come in/out, no reason to come to town
- Hwy 79 is an eyesore
  - Buildings falling down
  - Poor maintenance of property

No signage on HWY 95 SB
Signage until after HEB
NB on HWY 95 also no signage
Caspers
Should be first impression
S/B positive
Chandler Rd takes us out of town
Turn around at ballfield and then to Hutto

Ideas:
- Enforce code-fines for violators
- Fencing requirements
- Setback defined
- Gateway signage
  - -remind people to not get on the loop
- Downtown sign vs. Welcome to Taylor
- District signage "historic"

Session 2

Concerns:
- Modernize metal buildings HWY 79
- No façades
- No awnings
- No trees-Landscaping
- Freshen up signage
- Views of South Taylor
- Main Street needs to be cohesive
- Welcome signs further out on HWY 95 North and South
- Amtrak station
- Cleanliness
- Types of businesses
- Signage-Taylor signs/directional

Concerns:
- Consider loop/79

Access to other transportation types/bike lanes
Code enforcement/not do for them
Responsibility-City vs. TxDOT
Façade on 79 corridor
-grants
Better directional signage to east
Corridor to south
Lighting
Work with State/TxDOT
Truck routes signage improvement
Move signage out to Chandler
Cleanup

FINAL VOTING:

Include FM973 and Chandler Road in corridor standard areas – 3
Make FM973 and Chandler Road to four lanes - 2
Enforce code – fines for violators – 9
Cleaning, maintaining standards (mowing) - 4
Fencing requirements – setbacks defined – 0
Gateway Signage –
Remind people not to get on loop – 0
Signage direction to businesses in town - 4
Downtown sign vs welcome to City of Taylor sign – 1
Bring signs out further on north and south 95 – 1
Push identity as far
District signage stating historic district – 0
Appealing – make people want to stop in Taylor – 3
More downtown trees – 2
Corridor building standards – 9
Corridor standards - 3
Maintenance standards – 1
Brag on schools (information about the town – bragging billboard) – 2
Know you are in Taylor -2
Beautification – 1
Walkability – sidewalks needed along 79 corridor- 1
Sidewalks should be extended south – 2
Include trees and benches along main street sidewalk - 2
Bring people into Taylor by AMTRAK and use the station – 3
Murals on building walls – 2
Guidance to what is in Taylor – 1
Industrial off main streets – 4
Landscaping – 3
Wildflower seeding - 3

Archways that invite – 2
Parking area with access to downtown along corridors – 4
Designee on a regional planning board – 1
Kid sport team incentives for clean-up -3
Adopt a corridor program – 1
WILCO inmate work labor force to clean and get community service - 3
Businesses, billboards could help pay for signage – 0
Lighting – 0

COMMERCIAL DESIGN STANDARDS

Session 1

Concerns:

- Cost of sprinkler system and ongoing cost such as maintenance
- How do you get the city to tell you what they want and get consistency (in the city vision?)
- Towns look the same – be sure to keep Taylor unique so you know when you enter our town.
- Find a way to marry new structures with old structures – too hard to rebuild – should flow and compliment but not be so restrictive
- New buildings can't look 100 years old – they aren't but make clearer
- Parking – take away parking for a mall-like experience
    - Keep downtown parking
- Limit bicycles on main roadways
- In house inspectors and not outside inspectors
- Cost of masonry not able to be afforded by most
- Street parking and storefront parking
- Paint colors of buildings
- Grass, fencing, availability
- What should be our setbacks?
    - Consistency
    - Canopies
- Sign ordinances-lighted signs-flashing
- Commercial gateways
    - Look of them, image issue
- Consistent standards for fire suppression
- Parking spaces
    - Better access getting in and out of lots
- Maintenance of parking
- Window sizing
- Practicality of new standards, cost of implementing new standards
- Ordinances allowing certain businesses
- Historic preservation ordinances
- Historic buildings owned by people out of state
- Where to put trash/refuse to prevent eyesores
- Alleyway maintenance downtown
- Cost of rent
- Type of use of property can create an artificial market-goes back to out of state owners
- Consistency of design
    - Modern vs. old design
- Different standards for each development area

Industrial
Commercial
Permitting
Final Voting:

Session 2

Concerns:
Businesses to the Taylor area to add value. Standards that bring new business
No tax breaks
Focus on boutique shops
Balance of businesses
Permit should follow through up until approval
Keeping the integrity of the building
Parking, garage here downtown
Visitor center

FINAL VOTING:
Repeal North Texas amendments to IFC – 7
Implement appeals/variance process to code – 4
Remove current Fire Chief for conflict of interest – 4
Rewrite codes – remove on size fits all
Consider downtown vs. new construction – 5
Streamline administrative process, get rid of red tape to make things easier – 4
Staff should respond to questions quickly – 3 day turnaround is requested, currently takes weeks to get answers – 2
Hold Fire Marshal to code – not able to expand or go beyond code/ adhere only to rules – 3
Fair and consistent interpretation of codes – 2
Different design standards (KB vs Walmart vs downtown) – 2
Our process is bad, needs to be revamped – 0
Landscape ordinance, flower planters, machine shops, downtown is different than other areas – 1
Rewrite sign ordinance, make signs visible, Taylor losing business because of ordinance – 1

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **10**

Agenda Title: Receive proposed Fiscal Year 2017/18 Budget.

Council Action to be taken: No action required.

Initiating Department: City Administration
Finance Department

Staff Contact: Isaac D. Turner, City Manager
Rosemarie Dennis, Finance Director

1. INTRODUCTION/PURPOSE

The purpose of the agenda item is to allow the City Council to receive the preliminary FY2017/18 Budget prior to the budget workshops. This will allow time for City Council to review the preliminary budget prior to the first budget workshop.

2. DESCRIPTION/ JUSTIFICATION

3. FINANCIAL/BUDGET

4. TIMELINE CONSIDERATIONS

5. RECOMMENDATION

6. REFERENCE FILES

10a. Preliminary Budget – FY2017/18 Budget (under a separate cover).

City Council Meeting
June 8, 2017
Agenda Item Transmittal

Agenda Item #: **11**

Agenda Title: Consider proposed future agenda topics and any items for future discussion**.**

Council Action to be taken: Discuss possible future agenda items.

Initiating Department: City Council

Staff Contact: Mayor

1. INTRODUCTION/PURPOSE

Under this item, staff will be receiving input regarding future agenda items from you. This agenda item will be added as a routine matter on each of your upcoming agendas and will not be an action item unless specific items are listed for consideration. Staff will also be bringing potential agenda items before you at this time.

2. DESCRIPTION/ JUSTIFICATION

3. FINANCIAL/BUDGET

4. TIMELINE CONSIDERATIONS

5. RECOMMENDATION

6. REFERENCE FILES

11a. Continuous list of items

Topics still to be addressed:

Ariola:

- More info on the "I-Works" software

Garcia:

- Evaluate needs of Boy Scout Troop facility (gathering info)
- Rental assistance program (during budget process)
- Moving the Animal Shelter program out from Police Department
- TUF Budget
- Charter Amendments

Gonzales:

- Conduct a city facilities assessment as part of the CIP (Budget discussion)
- Cemetery streets (Include in CIP)
- Review staffing needs after January (Budget discussion)
- Review existing ordinance/code as it relates to fire suppression issues (Public mtg June 29)
- Reduction in TUF for seniors (Budget discussion)

Lopez:

- Executive session topics

Rydell:

- Survey other cities regarding development fees (May)

Remaining topics from Ancira:

- Investigate possibility of Public Financing Methods (PID) (Budget discussion)