



City Charter

2021 Bond Program Charter

Sponsor		Lee Urbanovsky, Mayor
Program Champions		Micah Grau (Interim City Manager) & Lauren Middleton-Pratt (Assistant City Manager)
Program Manager		Kenneth J. Crawford
X-Functional Team		Directors (Finance, Planning, Engineering, Public Works, Destination Services, Public Information, Public Safety), Executive Director Economic Development, WSB Engineering
Dates of Charter Process		Start: April 20, 2022 Review Period: Annual
Scope		Prepare and recommend a unified 2021 Bond execution program that will the city to balance our growth while improving mobility and providing exceptional services at a low tax rate (currently projected to not exceed \$0.019/\$100).
Objectives	Strategic	<ol style="list-style-type: none"> 1. Voter Results of the Bond 2021 Propositions A & B 2. Agile Teams Focused Rapid Project Packaging, Preparation, & Execution 3. Fully Developed Scopes of Work for early Alignment of and for Professional Services and Contractor Integration with adopted charters endorsed by the BBOC for City Council Approval 4. Implemented efficiencies with Standardized Processes, Change Controls, and Increased Capacity for staff
	5-Year	<ol style="list-style-type: none"> 1. Complete the delivery of Proposition A & B by May 2027 (5-year bond) with project closeout by May 2027 and program closeout by May 2028 2. Informed and engaged community 3. Codify financial planning, decision-making, & execution workflow and processes 4. Standardize an integrated collaborative process with unified procedural tools and techniques which facilitates entry of data, analysis, feedback, information, finances, documentation, and decisions (SharePoint, Teams, Project Accounting) that minimizes SaaS resourcing.
	Near Term	<ol style="list-style-type: none"> 1. Early Adoption and Integration Program Plans, tools, and deliverables 2. Packaged Project Budgets (inclusive of all expenditures – land acquisition, prof services, Geotechnical Engineering, survey, permits, contractor, etc.) to increase consultant and contractor interests and competition for greater program value 3. Holistic inclusion of assessment data & CIP opportunities for early Unified Staff Priorities of Effort (focused & deliberate) 4. Recurring Schedule Rhythm (provide expectation management for inputs & outputs) 5. Aggressive Communications Schedule and Campaign (critical for community involvement & voicing needs) 6. Steady Media Engagement Drumbeat 7. Inputs, fed through Power BI, to produce decision making tools, reports, and “dashboards” as a “Live Documents” with multiple inputs + QA/QC
Agile Execution		The organization of 2021 Bond Program will focus on combining requirements to maximize efficiencies in development, prioritization, collaboration, integration, contracting, synchronization, and execution to rapidly meet citizen expectations. Processes and workflows will focus on increasing capacity by leveraging technology and minimizing duplicity of inputs.

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Deliverables	<ul style="list-style-type: none"> • 90-day Quick Win projects • Standardized Templates Based on Program plans and deliverables • Packaged Projects that serve as a foundation for SOWs, Contracts, and Decision-Making Tools • Identification of alternate funding sources for projects and project packages
Stakeholders	<ul style="list-style-type: none"> • City Council, Boards, & Commissions • City Staff • Economic Development Corporation • Hays County • Public Safety & Fire Department • Community Groups
Planning Assumptions	<ul style="list-style-type: none"> • The City Council will adopt the Charter on June 21, 2022. • Maximizing the public's access to information will provide process transparency and facilitate involvement and buy-in. • Population growth, material and labor prices, and the approved tax rates remain constant. • Materials, commodities, and labor prices will be volatile at a >6%/annum increase thereby decreasing the value of each future term dollar.
Initial Constraints	Integration & adoption of long-term process tools (Tyler Technologies, SharePoint, RSMMeans, team access, change controls, and Power BI); Bond Project priorities and CIP integration opportunities; external grant & funding sources
External Influencers	<ul style="list-style-type: none"> • Federal, State, County (Regulatory, Statute, Hays County, TXDOT, FEMA, TDEM) • Public Utility Cooperatives (Electric, Gas, Water, Wastewater) • Water Authorities • Communications (Telecom companies) • Environmental
Project Approval Process	Interim City Manager and Assistant City Manager review and consider input to priorities and reasoning processes and workflow and keep the Interim City Manager, City Council, and the Citizens informed on decision requirements, impacts, and program progress.
Success Criteria	<ul style="list-style-type: none"> • Project Costing is within 15% of IGE and 10% of probable estimates of cost with a <6% variance upon completion • Completeness of SOW results in <5% changes in resourcing (time, cost, materiel) and minimizes "scope creep" • 100% completion of project priorities with no resource increase beyond projected bond amounts – seek ways to increase how far our fiscal resources can go and deliver value to the citizens. • Contingency project opportunities are packaged and prioritized for rapid execution
Risk	<ul style="list-style-type: none"> • Scope Creep over time due to change of stakeholders or influences • Accuracy of ROM based on market volatility • Capacity of Professional Service Consultant and Contractor Bid Pools • Change to committed budget programming • Contracting methods favor City of Buda cost savings through a shared cost incentive-based approach • Design and construction must consider sustainability for long term maintenance and operations (M&O) costs over the life cycle of the project

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This charter sets the conditions for the development of a comprehensive 2021 Bond Program and will serve as the basis for budget programming and unification of multiple like-type project packs. The timeline on the following page highlights the dates, activities, and outputs for the staff in the development of this Program.

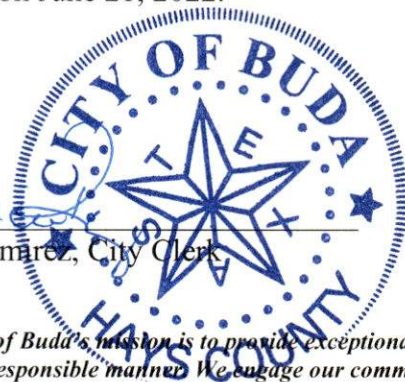
Bond 2021 120-Day Planning Timeline		
2022 Date	Activity	Output
Apr 26	Kickoff	Unified <i>draft</i> Charter & Timeline
May 16	BBOC Deliberation and possible endorsement of the proposed 2021 Bond Program Charter and Communications Plan	1. Endorsement of Charter 2. Endorsement of Communications Plan
May 17 - Jun 15	1. Internal, external (WBS), and outsourcing gap analysis 2. Identification and Formats of critical information feeds to Power BI 3. Holistic Unconstrained (Rough Order of Magnitude - ROM) 4. Stakeholder Analysis 5. Establish Budget Categories with Tyler Tech 6. Consolidate & Review Project Packs (combined for efficiencies)	1. Program & Staff Onboarding Complete 2. Project Charters & Unified Project Groups (for prioritization) 3. Aligned Professional Services per Resolution 2020-R-14 4. Communications, FAQs, Web/Information Strategy 5. Budget Reporting & Dashboard Structures
Jun 21	1. Action to approve Charter 2. Action on staff recommendations to leverage Resolution 2020-R-14 for Professional Services of specific activities	1. Charter Adopted 2. Authorization to begin negotiations with recommended Professional Services for projects
Jun 22 - Aug 23	1. Engagement of Professional Services 2. Initiate Land Acquisition Processes 3. Establish Project Budget Controls & Prepare Purchase Orders Requisitions	1. Professional Services Contract Recommendations 2. RFQs 3. Landowner Engagements Initiated & Initial Costs Projected 4. Dashboard(s) established for transparency of activities
Aug 24 - Sep 15	1. Execute Professional Services Deliverables-based (not duration limited) Contracts	1. Signed Contracts (Design-Closeout) 2. Establish ROMs 3. Establish Schedules
Sep 20	1. Identify external fiscal resourcing opportunities 2. Internal Capacity	1. Concepts Completed & Requirements Validated 2. Initial Budget Estimates (<15%) OPCC 3. Internal execution project capacity list 4. External Funding Target List & Plan

Approved on June 21, 2022.

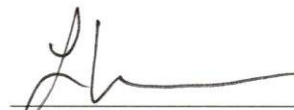
Attest:



Alicia Ramirez, City Clerk



THE CITY OF BUDA, TEXAS



Lee Urbanovsky, Mayor

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